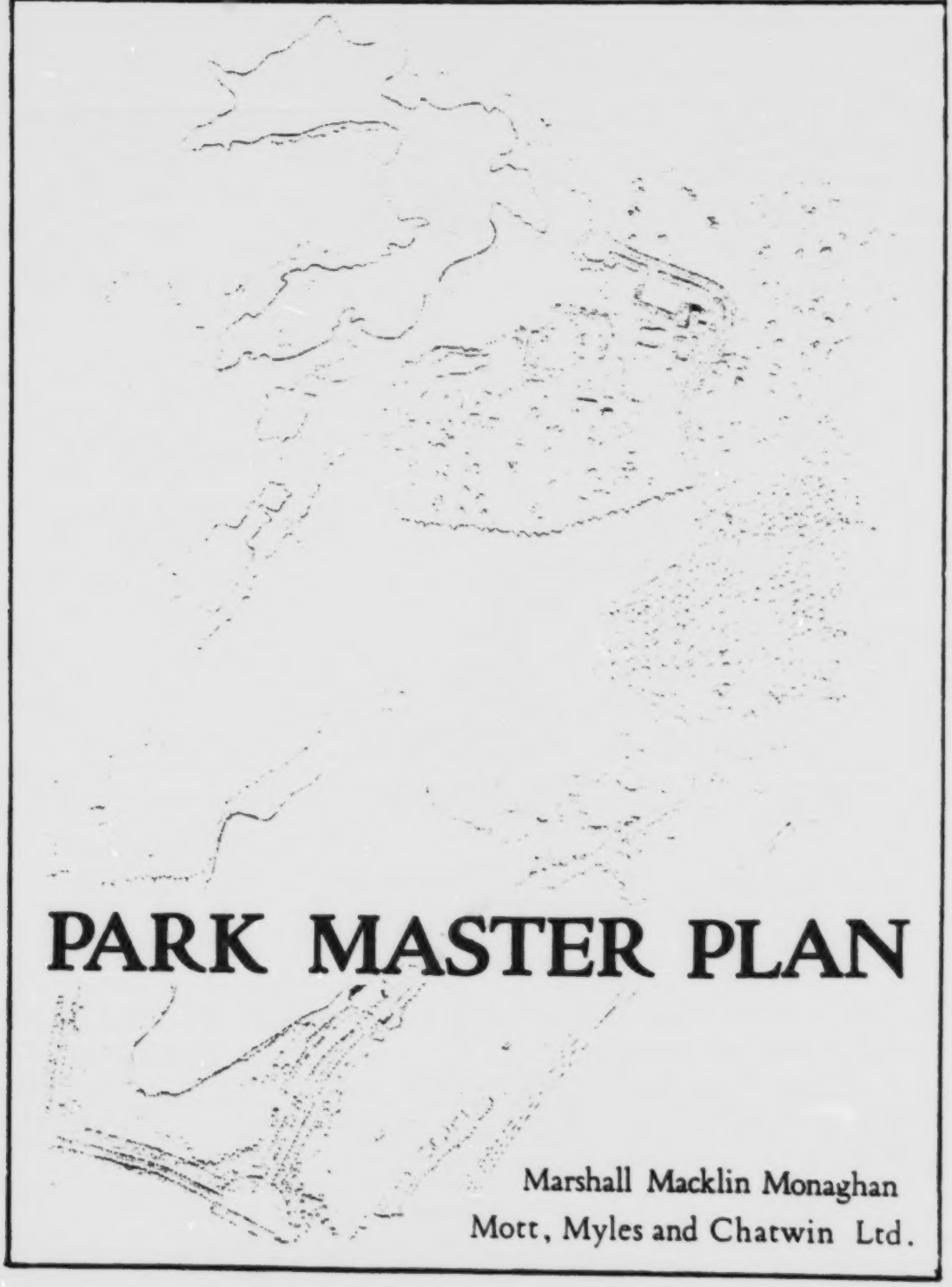
CITY OF SAINT JOHN, N.B.

ROCKWOOD PARK
Planning and Feasibility Study



PARK MASTER PLAN

Marshall Macklin Monaghan
Mott, Myles and Chatwin Ltd.

Rockwood Park Planning and Feasibility Study

Executive Summary

In April of 1987, the firms of Marshall Macklin Monaghan and Mott, Myles and Chatwin were commissioned to undertake a planning and feasibility study for the City of Saint John's most significant public open space - Rockwood Park. **The purpose of the study was to produce a ten year development plan and to demonstrate the feasibility of specific development initiatives which relate to both tourist and resident use.**

As part of this study, a comprehensive strategy and action plan for the park was developed showing how the initiatives identified in this master plan document could be implemented over a period of several years.

We reviewed the character of the Park.

At 2200 acres in size, Rockwood Park qualifies as Canada's largest urban park. A review of the park's natural, visual and heritage resources and its present level and quality of infrastructure, physical development and maintenance was conducted. This inventory indicated that there are many opportunities to improve the park beyond its present state of development. The park's rich heritage and significant natural and visual features provide a strong base for future park initiatives.

The residents of Saint John, by way of an extensive public involvement program, indicated that they care about the park and value it as a significant recreational resource in their community. Hence, the development improvements proposed for the park reflect many of their needs and concerns.

We explored the resident and tourist market for Rockwood Park.

Specific markets were shown to have strong opportunity for increased visitation to the park. They include:

Residents	Tourists
Senior Citizens	Conference delegates
Regional families	Group motorcoach travellers
High access markets	Regional camping market
Regional and city school groups	Pleasure travellers, particularly those visiting friends and relations in the area
Special interest groups and organizations	

On the basis of the market work undertaken, a market strategy for park development was created.

A Strategy for Park Development was critical.

Before a master plan for park development could be laid out physically, it was essential to define a strategy in terms of market development for the future success of the park.

This strategy arose from market analysis and resident input, taken together with an understanding of the trends and competition within the marketplace.

The development of the park must be in a direction to improve the image of the park and associated visitation in resident sectors and to increase tourist visitation from the existing regional tourist base to, in the long term, create additional tourist visits to the City. It has been clearly established that without improvement to the Park and the development of new facilities or programs, there will likely be no increase in visitation by residents or tourists above the present 250,000 visit level.

The strategy must be one where, in the following order:

a) Resident use of the facility is increased.

b) Residents have increased pride in the park; image of the park is enhanced to encourage visitation by tourists coming to the city to be with friends and relatives.

c) Attractions at the park which are presently more successful in attracting tourists -- i.e. campground and zoo are upgraded to encourage higher penetration in the existing city-wide tourist market.

d) Opportunities are created at the park to increase the economic benefits of tourist travel to the park -- i.e., extending stay while at park, increasing expenditures while at park.

e) New attractions are created to again increase penetration in the existing regional tourist market ultimately to result in:

f) Creation of an attraction, the scale and quality of which makes it a strong contributor to the overall "inventory" of things to see and do while in Saint John. This will extend length of stay and, in the long term, make Saint John a more desirable destination to visit.

The development concept for the park is market-driven, based on the park's inherent potential.

1. **The plan focuses activity and physical development into three distinct zones - a conservation/wilderness zone, a cultural/recreational zone and a heritage zone.**

    - Each zone has its own designated use, an associated level of development, and management guidelines which will ensure the long term integrity of the resource.

    - A large wilderness/conservation zone assures the preservation of the park's natural features and encourages "wilderness" activities, despite the fact the park is in the city itself.

    - The second largest zone is a cultural/recreation zone which unifies the park's principal day use areas through improved connections.

    - The smallest, yet potentially most unique area in the park is a heritage zone. Here the historic qualities of the park will be recreated adding to its appeal to both tourists and residents.

2. **Visitor activity is concentrated in the Lily and Fisher Lakes areas.**

   - In addition to increasing operational efficiency, this concentration will assist in creating a higher level of critical mass of activity in the park and provide many alternative recreational opportunities to attract both resident and tourists to this very attractive portion of the park.

3. **Vehicular and pedestrian circulation, parking and access is improved in the plan.**

   - Local walk-in park users as well as visitors arriving by automobile will be encouraged to visit and stop at key activity areas in the park. This will not only improve the viability of attractions which are not highly visible at present, but further will improve security within the park by increased usage.

   - The major development initiative in this regard is the development of a park loop road.

4. **The plan builds on the existing strengths of the park - the campground and the zoo.**

   - In addition to creating new attractions, it is important to strengthen the appeal of successful attractions in the park. This will not only improve the viability of these park features but, very importantly, improve the image of the park in the marketplace.

   - The campground is a primary stopover for visitors to the area. By improving the facilities and services to better satisfy the needs of a growing recreational vehicle market, the campground will provide a good base for visitors in the city and improve the city's image to this market.

   - The zoo, while presently popular with both residents and tourists, has strong potential to become a major regional attraction in the city.

5. **The creation of a heritage zone in the park builds upon the unique features of the park's past to create a strong theme for park development.**

   - Heritage and nostalgia have broad and growing appeal in tourist markets. The heritage approach gives opportunities to theme a variety of different activities and attractions together to create an overall image for a portion park.

   - This theme area, if highly maintained and well marketed, will function as a showpiece for the city, as is the case with many other urban parks in Canada and the United States.

The Park Master Plan established twelve development projects.

Before projects were established, a set of planning principles were generated to focus the range of appropriate development at the park. These principles were:

1. Protection and Preservation of the Natural and Historic Character of the Park.
2. Public Enjoyment.
3. Market Compatibility.
4. Retention of Aesthetic Values.
5. Cost Effectiveness.
6. Provision of Economic and Tourism Benefits.
7. Consideration of Competing Opportunities.
8. Increased Operational Efficiency.

By a series of evaluation methods, twelve development initiatives were considered feasible projects which the park could accommodate. They are:

1. Improvements to Roads, Entrances, Parking and Trails
2. Creation of a Destination Campground
3. Development of an Atlantic Canada Zoological Attraction
4. Outdoor Amphitheatre
5. Horticultural Gardens
6. Restaurant/Food Concession
7. Interpretive Educational Centre
8. Winter Activity Centre
9. Group Camping Centre
10. Equestrian Centre
11. Heritage Amusement Village
12. Indoor Games Complex

The Park Master Plan focused on a number of priority projects.

The above projects were further evaluated by the consultants and Steering Committee and four key projects were determined to be Phase 1 priorities; these include:

- Improvements to Roads, Entrances, Parking and Trails
- Destination Campground
- Zoological Attraction
- Lily Lake Heritage Zone which includes such developments as the amphitheatre, reconstruction of the Lily Lake Pavilion, and the development of Horticultural Gardens.

Each of the priority projects were detailed with respect to their rationale, physical character, costs and benefits.

Improvements to Roads, Entrances, Parking and Trails

This opportunity includes improvements to entrances, roadways and parking in the park and creation of a number of key bicycle trails and walking trails. These improvements were seen to be critical by local residents and necessary if the park is to encourage increased visitation.

A one-way park loop road which connects the East Fisher Lakes to West Fisher Lakes will allow for pleasure driving in Rockwood again. This will dramatically increase enjoyment of the park and increase its utilization.

The main trails being developed will be for walking and bicycling and will have a 8 foot to 10 foot paved surface with a minimum of 13 foot underbrush clearing on either side. This includes the zoo trail through the Wilderness Conservation area and the trail around Lily Lake.

The total cost of these projects were estimated at $1.6 M and are public sector in nature.

Destination Campground

Market research indicated that improvements to the Horticultural Association campground are both necessary and a viable private sector initiative. The City's tourism industry will benefit by increased visitation, length of stay, increased spending and most importantly, an improved image in the marketplace.

The proposed design for the campground features a handsomely landscaped facility, with camping sites designed to national park standards.

At a capital development cost of $875,000, the project will yield a strong return to the private sector investor, create nine person years of development employment and employ 29 seasonal full-time employees.

Atlantic Canada Zoological Attraction

The present success of the Cherry Brook Zoo can be strengthened by relocation to a more visible location in the park and expansion of its display to include both exotic and indigenous animals. Market research indicated that expansion and upgrading of the zoo in Saint John will be successful.

In this plan, the zoo is relocated to the present petting farm area and is expanded to a 50 acre size.

The upgraded zoo will be developed to a standard of major accredited zoos in Canada such as the Assiniboine Zoo in Winnipeg. Paths would be hard surfaced and the exhibits would be thematically designed on an individual basis.

The physical plan will require a public sector investment in the order of $3.8 M and will generate 39 person years of capital development employment.

Financial analysis indicates that an annual grant in the area of $220,000 will be necessary to support this facility; however, given the potential economic benefits associated by increased tourist visits to this attraction, the level of resident interest in this facility and the image generated by the development in the wider marketplace, this investment was seen to be a good one.

Lily Lake Heritage Area

It has been recommended that, as a marketing and design tool, a portion of the park be designed to reflect the spirit of the late Victorian era - a time when Rockwood Park achieved its greatest recognition as a city park.

A restored Lily Lake Pavilion would be upgraded to include a teahouse for bus tours, banquet space for resident functions and skating, boating and bicycle rentals. This facility would require a public investment of $340,000 and private investment of $165,000 to result in a financially viable project for the private sector to operate. This project would generate five person years of capital-related employment.

In the area near the duck pond, a small Victorian garden attraction would provide an attractive addition to the zone to interest tourist markets as well as residents. New roadways and walkways, as well as increased cultivation will increase the pleasure of visiting the Lily Lake area.

The landscaping in this area is to be developed and maintained to the quality of King Square.

On the north edge of Lily Lake, an outdoor amphitheatre would further add to the activity in this area and this, together with walking trail improvements and the other developments described, would make the Heritage area a unique attraction.

Total capital development in the zone in addition to the Pavilion equals $240,000.

Implementation of the Master Plan will create significant benefits for the city.

The total cost of the plan, including Phase 1 priority projects at $7.1 million, is $10.4 million. Both public and private sector projects were identified. The projects will generate 106 person years of construction labour and 18 full time, 41 seasonal and 4 part time operational positions.

The annual contribution to the park by the city to carry out this plan will be in the order of $744,000 per annum; $374,000 for staff costs, $150,000 for goods, services and equipment and $220,000 for the zoo subsidy.

A number of funding programs were suggested as appropriate avenues of generating capital for the developments.

In addition to the obvious increased recreation opportunities afforded to city residents by the plan, there are many additional economic benefits to be considered.

Assuming that the following is undertaken:

a) General park upgrading.
b) Improvement/redevelopment of the campground and zoo.
c) Creation of significant new attractions in the park.
d) Ongoing promotion and programming occurs for these components.

It was estimated that total visitation to the park could increase from a presently static level of 250,000 visits upwards to 1¾ million visits. This increased tourist visitation will directly translate into revenues to the city by increased length of stay, levels of spending and rate of return visitation.

The City must show a firm commitment to the Park.

This study has shown that Rockwood Park, if developed, maintained and marketed appropriately, can become a valuable addition to the tourist potential of the city while better meeting the leisure needs of the Saint John residents. At present the park and its component features are not of a quality or quantity to satisfy the escalating needs of both tourists and residents and to some degree may even detract from the city's image.

The City must show a firm commitment to the park and its component attractions in terms of Phase I public initiatives and ongoing operational support in order to encourage the private sector to become involved. This will be achieved by increased financial support for park upgrading (roads, access, walking paths, etc.). Increased levels of Park staffing is also required for increased maintenance, marketing and programming and to assist in the establishment and operation of key attractions in the park such as the zoo, the Lily Lake Pavilion and associated areas such as the amphitheatre and horticultural displays.

It must also recognize that a new, highly organized and focused implementation committee must be established to rectify current organizational problems at the park which result in inefficiency and duplication of effort.

It is only under these conditions that the private sector will be encouraged to participate in the plan, to create more opportunities for the resident and tourist. This plan must

be initiated immediately if the City is to capitalize upon the new image and interest created by such developments as Market Square. It must project an image to the local resident and tourist that the City is on the way to becoming an attractive tourist stop, a vital place for regional families to come and visit for the day and a pleasant community to live in.

The costs for the plan to the public sector may be seen as high; however the economic benefits are substantial -- extended length of stay, increased spending at the park and increased tourist nights in the city taken together with viable opportunities for the private sector such as the campground and Lily Lake Pavilion.

This plan is a practical and realistic one for the City to implement. It is based on market demand, cognizant of trends and level of competition in the marketplace. The plan is not necessarily creating new opportunities, rather it is building on the park's present strong points while remedying some of its weaknesses. This park is a proven commodity -- it has achieved success in the past and has greater potential in the future if the designed development initiatives are properly constructed with care and pride in workmanship.

It can become a people place for City residents to enjoy on a year round basis and a showplace to suitably represent the City of Saint John.

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INTRODUCTION

1.0 INTRODUCTION

At 2200 acres in size, Rockwood Park qualifies as Canada's largest urban park. Much of the park is made up of exceptionally rugged topography and several natural lakes. Major portions of the park however have been developed for a variety of recreational pursuits over the park's one hundred year history.

This master plan recognizes the park's rich natural resource and built heritage while identifying new development initiatives which are market driven.

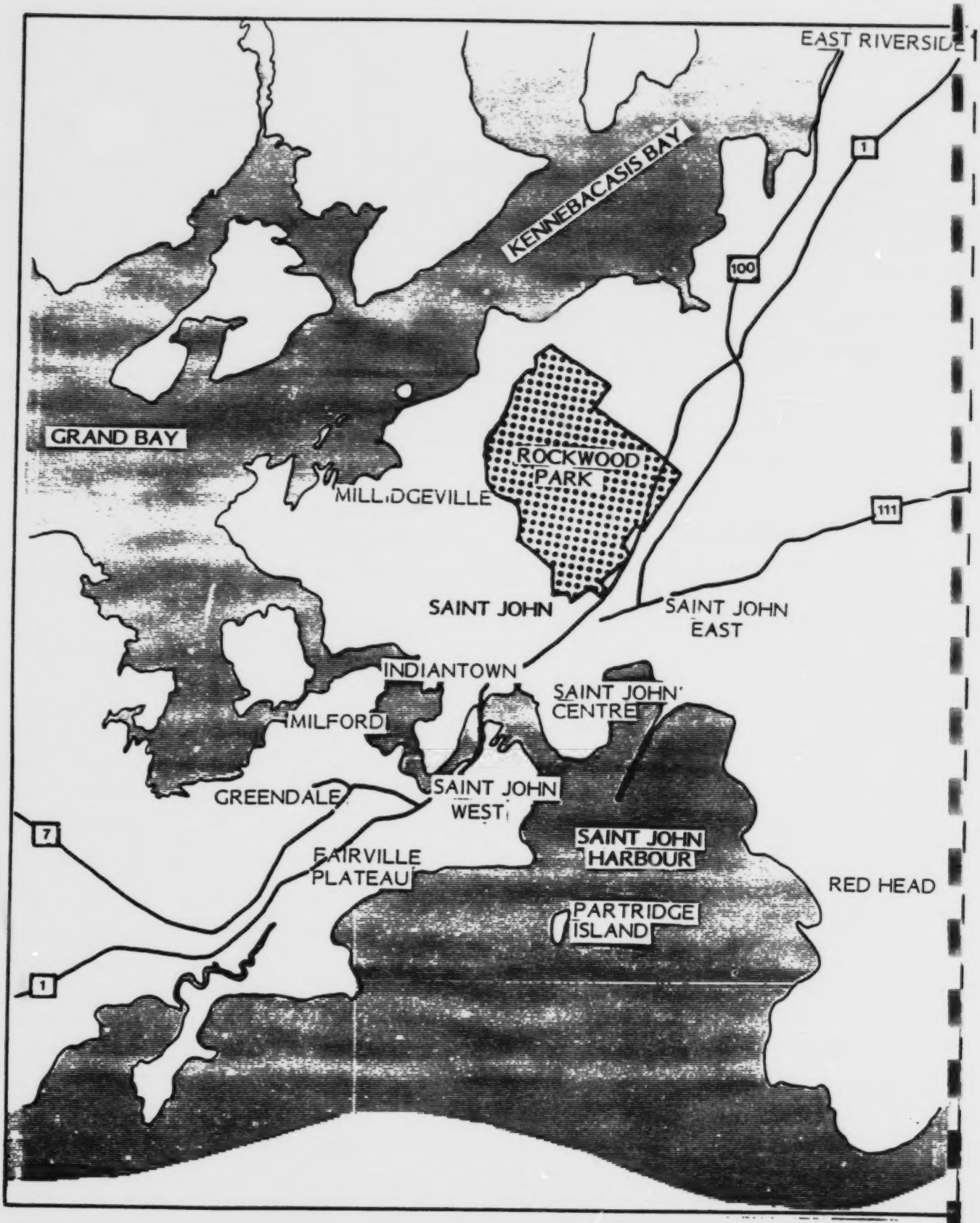
The development thrusts and park improvements which are suggested attempt to achieve a balance between the needs of local Saint John residents and tourists; conservation of the park versus recreational use; new development versus respecting and enhancing the park's unique landscape heritage. We believe the plan achieves this balance and works toward a positive vision of the park so that both residents and tourists alike can continue to enjoy this unique city park.

1.1 Background to the Study

As indicated in the Terms of Reference, the purpose of this study is to prepare an updated plan for the park as it constitutes one of Saint John's primary assets.

The City of Saint John along with the support of the Saint John Tourism Advisory Commission and the Saint John Fundy Region Development Commission wished to capitalize on the parks strategic placement with respect to its location and access to Saint John's major traffic routes (Figure 1.1). These groups felt that a park plan would further enhance its appeal to both tourists and residents and build upon the established recreational facilities and activities occurring in the park. These activities include using the tenting and trailer sites, golfing, swimming, boating, fishing, visiting the children's park and the zoo, hiking, skiing and sleigh rides.

Therefore in April of 1987, the firms Marshall Macklin Monaghan and Mott, Myles and Chatwin were commissioned to undertake a planning and feasibility study for the City of Saint John's most significant public open space - Rockwood Park. The purpose of the study is to produce a ten year development plan and to demonstrate the feasibility of specific development initiatives which relate to both tourist and resident use.



REGIONAL CONTEXT

Fig. 1.1

As part of this study, a comprehensive strategy and action plan for the park was developed showing how the initiatives identified in this master plan document can be implemented over a period of several years.

1.2 Study Objectives

The initiatives presented in the plan reflect the following study objectives and represent a planning process which the consultants followed during the course of this study. Specifically, the study addressed the following objectives:

- Resource Capacity

  To assess the existing resource capability of Rockwood Park and identify the opportunities and constraints for new development activities.

- Park Usage

  To identify the users of the Park and identify where future markets can be developed.

- Development Options

  To provide options for the development and use of Rockwood Park which reflect a balance between users, facilities and the natural environment of the Park.

- Direction and Priorities

  To provide future direction and priorities for the development, promotion and marketing of Rockwood Park.

- New Opportunities

  To identify specific new project opportunities that ensure the involvement of both the public and private sectors.

- Phased Program

  To prepare a development plan for Rockwood Park which includes a phased program for implementation, management and design guidelines and a coordinated marketing strategy.

- Financial/Economic Analysis

  To provide a financial assessment of the proposed development plan and a specific economic analysis of major development projects identified in the Plan.

- Public Involvement & Support for the Plan

  It should be noted that during the course of the study, public consultation was a significant component of the study. Public meetings were well attended and a telephone survey was conducted in order to ensure that Saint John residents were involved and informed throughout the master planning process. The plan was well publicized (Figure 1.2) and there is a positive perception that the initiatives have full public support from local citizens.

1.3 Report Organization

This master plan document represents the product of such extensive background research and analysis. There are two introductory sections presented prior to the Park Master Plan. These chapters introduce the study and provide a review of park character. Chapter 3 assesses existing use and market potential then forwards a market development strategy which focuses the park concept plan.

Based upon the market strategy and park concept, the subsequent Park Master Plan, in Chapter 4 is divided into five parts. Firstly, park planning principles are introduced and described. The park is then divided into development zones in which development initiatives considered feasible and appropriate to the park zone are then outlined. The third part of the master plan respectively deals with management and operations of the park as well as improved methods of marketing and promoting Rockwood Park.

Phase I Development Priorities constitutes the master plan's fourth section. Each of the development initiatives which were considered as priority development initiatives are described and illustrated.

Finally the fifth and last section of the master plan outlines the cost of the development initiatives and discusses the implementation strategy which is necessary for future park enhancement and development to occur. This includes an action plan

Saint John

THE TELEGRAPH-JO... SAINT JOHN, N.B., SATURDAY, JULY 11, 1987

Lily Lake: Preparing For Th 21st Century

By DAVID GOSS

In its nearly 100 years of existence, Saint John's R... Park has been the subject of three ma... shaped its present recreation...

The first was d...

Vision ...

THE EVENING TIMES-GLOBE, SAINT JOHN, N.B. WEDNESDAY, JULY 15, 1987

The Evening Times-Globe

A Park Worth Enjoying

IS Saint John's Rockwood Park getting a little shabby around the edges?

A reader wrote to the newspa... week complaining about ... record of the ... various issues of postcards ...

2,200-acres it's billed as one of the biggest in-city parks in North America. Its origins go away back to the Saint John Horticultural Society and it has had many ...

SAINT JOHN/

...ave all been torn down or incorporated into the present mix... ...ial or commercial structures.

...ern picture there are numerous vehicles mov... ...ard, not one vehicle, not even a horse a... ...e century photo. Most people ...wood Park by foot, a... ...ems join their v...

SPECIAL INTEREST GROUP QUESTIONNAIRE

ROCKWOOD PARK PLANNING AND FEASIBILITY STUD...

CONCESSIONAIRE INTERVIEW GUIDELINES

ROCKWOOD PARK PLANNING AND FEASIBILITY STUDY A...

...tural Asso... ...st Johners, sim... ...es and in other Canadian ...rdens.

The garden areas, like all of Rockwood, ... growth of plants and trees. Some of the soil m... ...ught to have been brought to the area from overseas, ...

Sun and Tides

...	5:30 a.m.
...	9:09 p.m.
...	3:40 a.m. 4:10 p.m.
...	10:40 a.m. 10:23 p.m.

The Evening Times

...V.B., TUESDAY, JULY 14, 1987

Beer Cans And Underwear Among The Litter

Park Lover Leads Lonely Crusade

By ELAINE BATEMAN
Staff Writer

On an overcast Saturday morning, John Barry is an anonymous figure in tartan plaid tam, baggy pants and hat'rm, his footprints starling the lonely dunes of Amaranth Grove near the main entrance to Rockwood Park.

Though unofficial, he might well be custodian of this scrap of rocks, water and trees set off within the boundaries of ... central Saint John. There's a pl... ...ar about the way he crawls on ... knickers, and right now he's i... the way the good municipal corvee... ...after the place.

Knows It Inside Out

"I love this place, and I know it ... ...ere and I just hate to see what's happening here," says Barry. "I talked to a guy that U.S. navy ship down here at the ... (around Fisher Lake) yesterday and he sa... you have a beautiful park right here in th... city limits but there's a lot of dog dirt and a lot of garbage and that shouldn't be."

Barry couldn't agree more. In recent years, he's launched a one-man crusade of letters to the editor, letters to the mayor and letters to the city manager. He's discovered, because of the 15 hours a week he spends at the park, that he's in a better position to judge what's best for Rockwood Park than well-paid Toronto consultants.

Talks To Tourists

He seems to play his piano several nights a week and talks to tourists. He and his wife Thelma also spend time tending the park grounds, metal detecting. He hasn't been swimming in the lakes for three years, but the 57-year-old says water did seem to be warm.

The city has hired a consulting firm to study the park and to note and make recommendations for its future development.

To Barry, there's one obvious place to stop what he feels has been the park's heart-wood slide of late: clean up the garbage that peppers some of the nature trails and lake shorelines.

Barry and Thelma strewed in the park on newspapers and have their favorite secluded spots and trails.

Saturday, he heads off into the woods on a well-worn path just opposite Lily Lake. What he objects to is unanimously obvious as loafers crunch broken bits of glass covering the rocks along the trail.

Beer Cans On The Path

Here and there, a plastic grocery bag hangs from a bush, blowing and ... paper temple round blueberry b... beer cans glint off the ... brush.

"This is ... way.

...ve to be on ... the narrow strip of ... the supervised swimming ... a few feet beyond and all around ... path circling the lake is an array of ... garbage.

A pair of men's blue underwear is stranded near the water's edge, every step reveals grocery bags, chip bags, bits of styrofoam and the ever-present beer can. From the shore, more of the same can be seen in the water, including broken pieces of a boat.

...ere, On ... ...ere to be se... ...ed with ... ...ed with Garbage

...Lake because there are ... ...Other parts of the park are strewn with garbage, said the woman, who also wears a close-up of "the dirty tub."

Park users agreed there are problems. They said they can find beauty, although in some places they would have to look hard for it. They see dogs off the leash, although most users felt this was rare. And they hear loud language coming from groups of young people, unfortunately, if they listen for it.

But most users felt these comparatively rare problems fall a long way short of ruining the park. In fact, two out-of-town visitors were highly impressed with the park's richness and the friendliness of the people.

"I was a bit blank [as] ... ...

...Rest has been strong language ... park, but no more than a ... comes. "In fact, I d... ...ough."

...Hous...

...ve all been torn down or incorporated into the present mix... ...ial or commercial structures.

...ern picture there are numerous vehicles mov... ...ard, not one vehicle, not even a horse a... ...e century photo. Most people ...wood Park by foot, a... ...ems join their v...

...ural Asso... ...st Johners, sim... ...es and in other Canadian ...rdens.

The garden areas, like all of Rockwood, ... growth of plants and trees. Some of the soil m... ...ught to have been brought to the area from overseas, ...

Voice Of The People

Let's Not Spoil Park's Natural Attractions

Dear Sir:

The Mayor, the Common Council and Marshall Macklin Munaghan Ltd., the consulting firm from Toronto, have all talked in recent weeks about making Rockwood Park attractive to tourists. Certainly, for economic reasons, we do ... ing to throw away our special heritage and cheapen our park with commercial development. We can still voice our opinions by calling or writing Matt... Myles and Chatwin Ltd., 152 Union Street, Saint John, N.B. E2L 1A8. It is not too late to let them know that we are proud of our natural park and are ...

flowers, birds and animals can no longer bring joy and relaxation to us and to our children?

We in Saint John have every reason to be proud of our park as a unique natural park, not a common amusement park. We can attract tourists as well as

Kay Garnett and her grandson Matthew Garnett, 2, are among many visitors to Rockwood Park.

Most Praise Rockwood Park. Loose Dogs Concern O...

BY MAC TRUEMAN
Staff Writer

...When the weather gets hot and sunny, as it did in Saint John briefly yesterday afternoon, there is one place you can find Reginald and Mary Cromar of 105 Inverness Place.

Relaxing up to their necks ... water of Fisher Lakes ... approval of Rock... ...

...Rockwood Park Would Preserve, Restore, Develop... Page 17

...Lake, admired there a ... ...ange and loud language, and a few ...unleashed dogs. "There is a problem, too ... it is unleashed."

"All you can really do is ask people to stop. If you kick them out, they can come back here at night and spray paint everything."

An English woman sat on a blanket as her seventeen-daughter played in sand at the Fisher Lake beach and the water swam. She said her husband "were delighted to find such a spot," she said. "We've been here for only an hour and half, and it seems fine to me."

The park was cleaner than those in Toronto, where her family has lived for the past two years. In England, "we don't have municipal parks on this scale."

"Where I come from," said Dianne Penner of Winnipeg, Man., "you pay for facilities like this." She feels that commercial rides like water slides and bumper boats are okay, as long as they are kept separate from the natural features of the park, so the ballyhoo is not a distraction for children. "It would lose something if you couldn't come here to see a waterfall leaving to buy something."

Canoe Every Day

Ernest Steele of Churchland Road, said she comes to Rockwood Park "every a lot" but has not encountered loud language or unfriendliness. She viewed the park's water-

...ere for men who dogs ... ...ations announced. "The park is ... safe spot, and you know how dogs ... to these people. I don't have dogs. I love dogs, but this is not the place for them."

A greater concern for Cromar is the drivers and motorcyclists who roar and do tire-screaming burn-outs and brake-squeals at the Fisher Lakes entrance to the park, which curve-rocking car shot of Cromar's 331 Hawthorne Ave. apartment. The police, who patrol the park mainly at night, "are never here when we need them."

A Tribute To City

Tommy Stafford of Marlborough, Mass., was admiring the Fisher Lakes entrance sign, made out like a huge plywood admission ticket, marked: "Admission fee: Pick up a piece of litter."

"My impression so far," he said, "is that people do not awful lot to keep this park in good order.... It's a great tribute to the town of Saint John."

Stafford and John Burns of Norfolk, Mass., were in Saint John for the FIFA Under 16 World Soccer Championship, ...

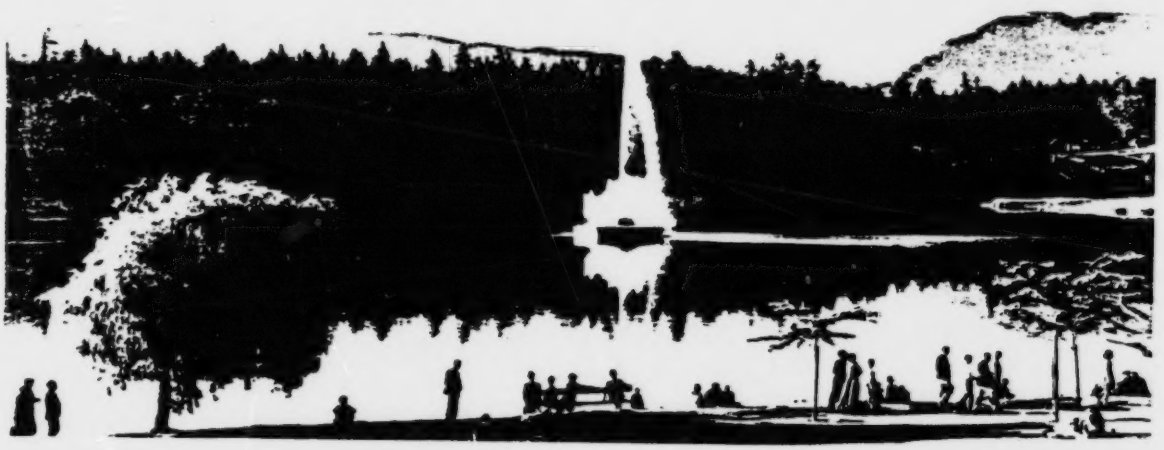
which details the initiative steps to be taken; and the rationale, responsibility and costs for these park improvements.

This master plan document, in fact, represents only a portion of the study undertaken by Marshall Macklin Monaghan's landscape architectural and tourism group in association with Mott Myles and Chatwin.

This document primarily focuses on the park resources, and character, development initiatives and improvements while only providing an overview of the detailed market and trends analysis as well as the public involvement process which constituted such an important part of the planning process. A complete background technical report comprised of a comprehensive inventory and analysis of the park's natural character, existing and potential market character, as well as the public involvement process, was also provided to the City for reference purposes.

1.4 Establishing a Perspective for Rockwood Park

1.4.1 - Comparative Analysis of Similar Urban Parks



Lost Lagoon Fountain
Stanley Park, Vancouver

As part of the master planning process, case studies of other significant Canadian city parks were undertaken. The parks selected included Vancouver's Stanley Park, Montreal's Mount Royal Park and Halifax's Point Pleasant Park and the associated Public Gardens.

It is important to understand the park character and nature of the development of these parks in order to place Rockwood Park in its proper perspective. The comparative analysis of these parks revealed the following considerations and park trends which helped to shape the master plan for Rockwood Park.

1.4.2 - City Park Trends

The nature and use of city parks has changed over time. Typically, large city parks like Mount Royal in Montreal or Stanley Park in Vancouver, have changed with respect to recreational use and physical development. Rockwood Park has experienced similar changes in land use and recreational pursuits as well.

At their inception (1860's - 1900), parks like Rockwood were seen as a "class of opposites". These parks were to be different from the city conditions. They were to be places for passive recreation and family entertainment.

In the 1900-1930 period they gave way to park reformers who organized recreational activities in parks as a means of bettering and progressing society. Playgrounds became important and golf courses were added, beaches created, tennis courts constructed and picnic areas developed.

From the 1930's through to the 1960's, city parks were less social in their focus and more focused towards the merits of active recreation. Parks were standardized and ball fields and football fields added. The automobile also affected recreational use in parks as pleasure driving became important and often campgrounds were constructed to accommodate tenting and recreation vehicles.

The 1960's brought a new meaning to parks as they were seen as "open spaces". As these spaces which could virtually accommodate any kind of activity, parks were used for concerts or often as tent cities. Elements of popular culture such as beer gardens, informal games, parades, etc. were all incorporated into parks. Gone was the social purpose or role which these parks played in contemporary society.

Today, as perceived in our interviews with the park managers in Mount Royal, Stanley Park and Point Pleasant Park, there are some evolving trends or concerns in these parks which should be addressed in Rockwood.

1. Present parks are faced with the same dilemma as Rockwood, that is, how to maintain the parks yet generate revenue.

   Today's public is not in favour of commercial enterprises in parks of this type, therefore park managers are limited to funds through relying on local councils and income from concessions or from parking meters.

2. Present city park administrations want to meet the needs of local citizens. They are maintaining popular facilities and are beginning to program parks in order to increase the park's utilization. The more the public uses the park, the more they are willing to support it. These parks typically are leaning more towards improving the attractiveness and heritage aspects of the park rather than adding new developments.

3. Parks are promoting and marketing themselves as tourist attractions. Both Mount Royal and Stanley Park are one of their respective city's principal tourist attractions. Therefore the parks incorporate scenic drives, have extensive floral displays, viewing outlooks and tourist appealing concessions (i.e., Stanley Park's Teahouse, Mount Royal's Grand Chalet). These drives and concessions are especially popular with the senior bus tour market which will continue to increase over time.

   These parks also have attractive and readily available promotional brochures and maps displaying park features to acquaint new users of the opportunities available at the facility.

4. With respect to park management, the trend seems to be towards these parks being managed as single entities versus being part of a city-wide system. Stanley Park is managed by a non-profit society, Point Pleasant a park manager and Mount Royal is now heading towards a similar organizational structure.

   This organization is preferred, for with a strong park organization or management structure, the park's development and facility improvements are readily identified. In addition, programming for special events and maintenance of the park is closely co-ordinated and very effective.

5. Finally, these parks are now associated with their respective city's heritage and are receiving official heritage designation. The peninsulas of Stanley and Point

Pleasant Parks, and the mountain of Mount Royal have become symbolic landmarks of their respective cities and are marketed as such. They are on the list of things to do and see while visiting those cities, therefore extending the length of stay of the tourist and creating associated economic benefits.

These parks represent specific eras in the city's history and are often seen as monuments of civic pride reflecting the city. Rockwood Park certainly has such potential if some of the trends outlined above were to be followed.

1.4.3 - Implications for Rockwood Park

Changing patterns of leisure, the resident and visitor market, the nature of attractions and the changing role of city parks all have implications for the development of facilities at Rockwood:

1. The travel trade market including activities and bus tours for the mature adult are increasing and will continue to become a major source of visitation to city parks.

2. Expectations are that new visitor attractions in parks will be less capital intensive and will rely on packaging of several smaller attractions together for their success. These parks will continue to move toward providing entertainment, programming and educational elements as part of their development.

3. The very important local and regional visitor will continue to play an important role in the viability of tourist-based attractions which are located in their respective city park.

4. Consumers will be looking for unique and quality facilities as the competition in the attractions market continued to increase. City parks in Montreal, Halifax and Vancouver are responding to this challenge.

5. Rockwood Park potentially could become the representative landscape of Saint John. If cultivated, enhanced, marketed and promoted, it could become one of the city's major attractions. As an additional attraction on the City's inventory it will, through extended stay and increased spending, in turn create greater

economic benefits to the City and Province while better meeting the leisure needs of the local resident.

PARK CHARACTER

2.0 PARK CHARACTER

2.1 Natural Resources

2.1.1 - Introduction

Considering the rich land use history of Rockwood Park one would expect many exhaustive and detailed natural resource inventories to have been conducted in the park over the last 100 years. This is not the case however, and in fact very little specific research has been undertaken in the past. The following provides an overview of what is known about the park's natural character. This material is put forward to provide a general environmental working context,and information for park master planning.

2.1.2 - Climatic Considerations

Climatic considerations are very important when planning and designing for recreational and tourist activities and facilities.

Rockwood park is a very exposed site and the effects of rain, and wind are visibly evident by the stunted vegetation and exposed and shallow soils, characteristic of the park. Climate has also effected the type and nature of recreational activities occurring in the park.

Generally, Saint John experiences more temperate climatic conditions than other areas within New Brunswick such as the Northern and Central regions.

The winter season is 4½ months long and includes the period from late November to early April. Saint John winters are characterized by moderate temperatures (mean daily average of -1.75°C), snowfall of approximately 250 cm and snow cover reliability of 70-85%. Freezing temperatures (0°C and below) generally begin November 30 and last until March 20. While the extent of winter recreational activities such as outdoor skating and ice fishing may be limited due to Saint John's moderate and somewhat varying weather structure, activities such as alpine and cross country skiing are popular winter activities which may be enhanced through man made snowmaking procedures.

The high summer season is three months in length, from mid June to mid September, and experiences mean maximum temperature between 18-21°C. Generally, the cool

waters along the Bay of Fundy shore prevent summer temperatures from reaching levels as high as those found a few miles inland-coastal sea breezes occurring mainly in the late afternoon are responsible for this. Coastal climate conditions also affect the amount of precipitation Saint John receives, as it is the recipient of more precipitation (1350 cm per year mainly in the form of rain) than other cities in New Brunswick. In addition, Saint John has less total sunshine hours than such cities as Campbellton, Fredericton and Moncton. While certain summer recreational activities such as sailing and tennis may not be negatively affected by such weather conditions, operations or activities which rely on consistant and/or favourable weather conditions (such as water slides, wave pools, etc.) may be less feasible.

2.1.3 - Geology

According to the New Brunswick Museum, "Rockwood Park lies within the southern uplands of New Brunswick, a physiographic region comprising a discontinuous range of low mountains with a predominantly southwest to northeast orientation. The more or less parallel axes of the major landforms of southern New Brunswick, from Long Reach and Belleisle Bay to the Bay of Fundy coastline, all reflect underlying trends in bedrock structure. The geology of the Saint John area has long attracted international scientific interest on account of the well exposed boundary between pre-Cambrian and fossil-rich Cambrian strata. The pre-Cambrian rocks here are the oldest in New Brunswick and consist of a sedimentary complex overlain by younger volcanics and reposing on a 1.2 billion year old foundation of granitic gneiss (Fergusson and Fyffe 1985). Rockwood park embraces a representative part of this pre-Cambrian complex."

The bedrock can be divided by a line running through Frying Pan Lake to a point south of Howes Lake. The Northern section of the park is underlayed by dolomite and metomorphic limestone of the Greenhead Group. In the area south of this, is a band of Rockwood Park Granite. Again, along the southeast corner of the park is an area of limestone and dolomite.

Several smaller formations are notable: on the northwestern border of the park between Harrigan Lake and Crescent Lake is a formation of sandstone, red shale and conglomerates. South of that, between Crescent Lake and Mayflower Lake, is a small formation of precarboniferous igneous rocks including granites, schiste, gabbro and horneblende.

Of note concerning bedrock geology are the limestone caves located within the park. There are two solution caves in Rockwood Park, Howes (Olivers) and Harbells cave. Both are located within pre-Cambrian limestone. The caves could provide a unique geological interpretive feature but are potentially dangerous to amateur climbing.

2.1.4 - Physiographic Setting

Rockwood Park is composed of two district plateau areas, separated by a central valley. These plateaus are based on different bedrock formations, limestone to the north and granite to the south. Both areas are very rugged and hilly, and broken by a number of small streams and lakes. Less than 20% of the total park property is less than 10% in slope. Generally slopes are in the 10-40% range.

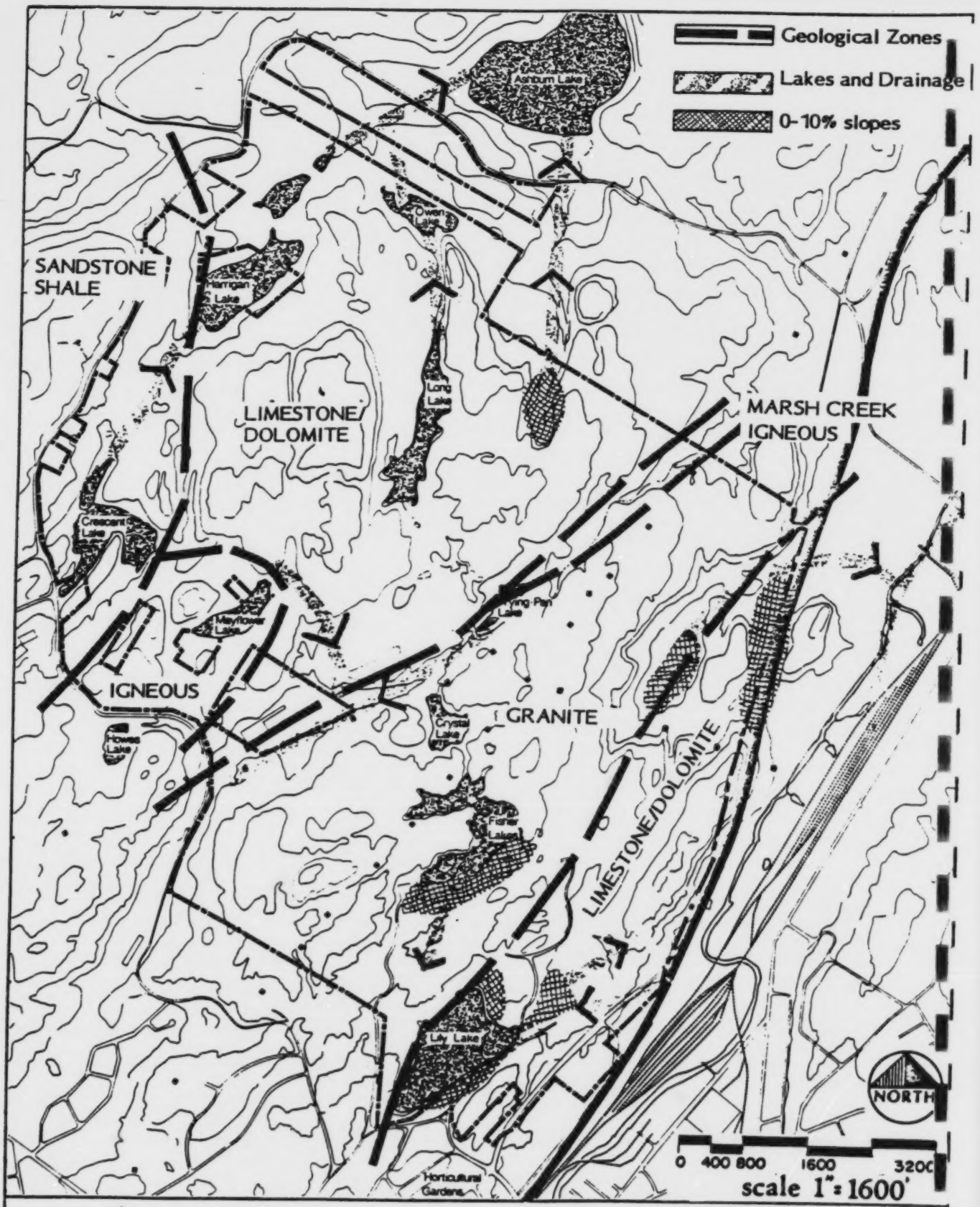
Several Lakes in the western corner of the park flow to the south and west. Mayflower Lake and Frying Pan Lake flow south towards the Bay of Fundy. Crescent Lake is drained by a stream which flows into Kennebecassis Bay.

2.1.5 - Drainage

The northeastern part of the park drains northward and eastward eventually emptying into Marsh Creek. Harrigan Lake, Long Lake, Owen Lake and several smaller lakes flow into a channel leading north to Ashburn Lake, just outside the northern boundary of the park. Ashburn Lake flow eventually drains to the east to Marsh Creek. Two other streams also flow into this system which drains about 30-40% of the park.

The southern, and most intensely developed portion of Rockwood Park drains into Lily Lake. This system includes Crystal Lake and the Fisher Lakes. Lily Lake is in turn drained by a stream which flows to the south by way of Lily Lakes Falls.

Figure 2.1 indicates the Parks general geology, physiography and drainage.



CITY OF SAINT JOHN, N.B.

ROCKWOOD PARK

Planning and Feasibility Study

Geology, Physiography and Drainage

Fig. 2.1

2.1.6 - Life Zones of Rockwood Park

A number of life zones or habitats typical of the Acadian Forest zone exist within Rockwood Park.

Forest Zone

Forest and heath vegetation characterize this zone. The predominant tree species are white birch, with balsam poplar, trembling aspen, black spruce and red spruce. These are generally pioneer species in areas that were logged or burnt in the past and species that are tolerant of the shallow soils and steep slopes characteristic of the park. On steep slopes and ridge tops, white cedar is the dominant species.

This unit is characteristically rugged and semi-wilderness in nature. The area comprises approximately 90% of the present park's land base. Most slopes are in the 10-40% range. Vegetation is very dense with very little visual penetration into the forest being possible. Lakes are generally inaccessible, but attractive.

The area was seen to have a high capability for water based activities, camping, picnicking, hiking and fishing. Nature appreciation ranks very high. Other potentials include nature interpretation, equestrian use, and winter activities.

Woodlot Zone

On the woodlot zone, stands of hardwoods and conifers are interspersed with small clearings. The majority of the woodlot areas are composed of hardwoods of 20-45 feet in height. Common species include white birch, balsam poplar, trembling aspen, mountain ash, red oak, striped maple and viburnum. These woodlot areas are located in the southern part of the park in the Fisher and Lily Lake areas.

Characteristically this zone is less rugged than the Forest Zone. It is also partially cleared, or has the potential of being made more "park like" in nature (i.e. healthier vegetation, flatter topography, good accessibility).

The lakes are more accessible both physically and visually, and therefore have a greater recreation potential and visitor appeal.

Cultivated Zone

The cultivated zone includes cultivated areas such as lawn and floral display areas. At the present time other than the golf course, the only large cultivated area is the Lily Lake area, portions of Fisher Lake and Horticultural Gardens which are located just south of the park.

This zone is characterized by lawn settings, annual gardens and plantings of trees and shrubs. It is the most "park like" area of Rockwood Park and is generally well maintained.

The zones are illustrated in Figure 2.2. Each of these zones have characteristic vegetation and wildlife.

2.1.7 - Animal Resources of Rockwood Park

Although a detailed survey of animal species in Rockwood Park has not been undertaken previous studies have shown the animal life in the park to be diverse.

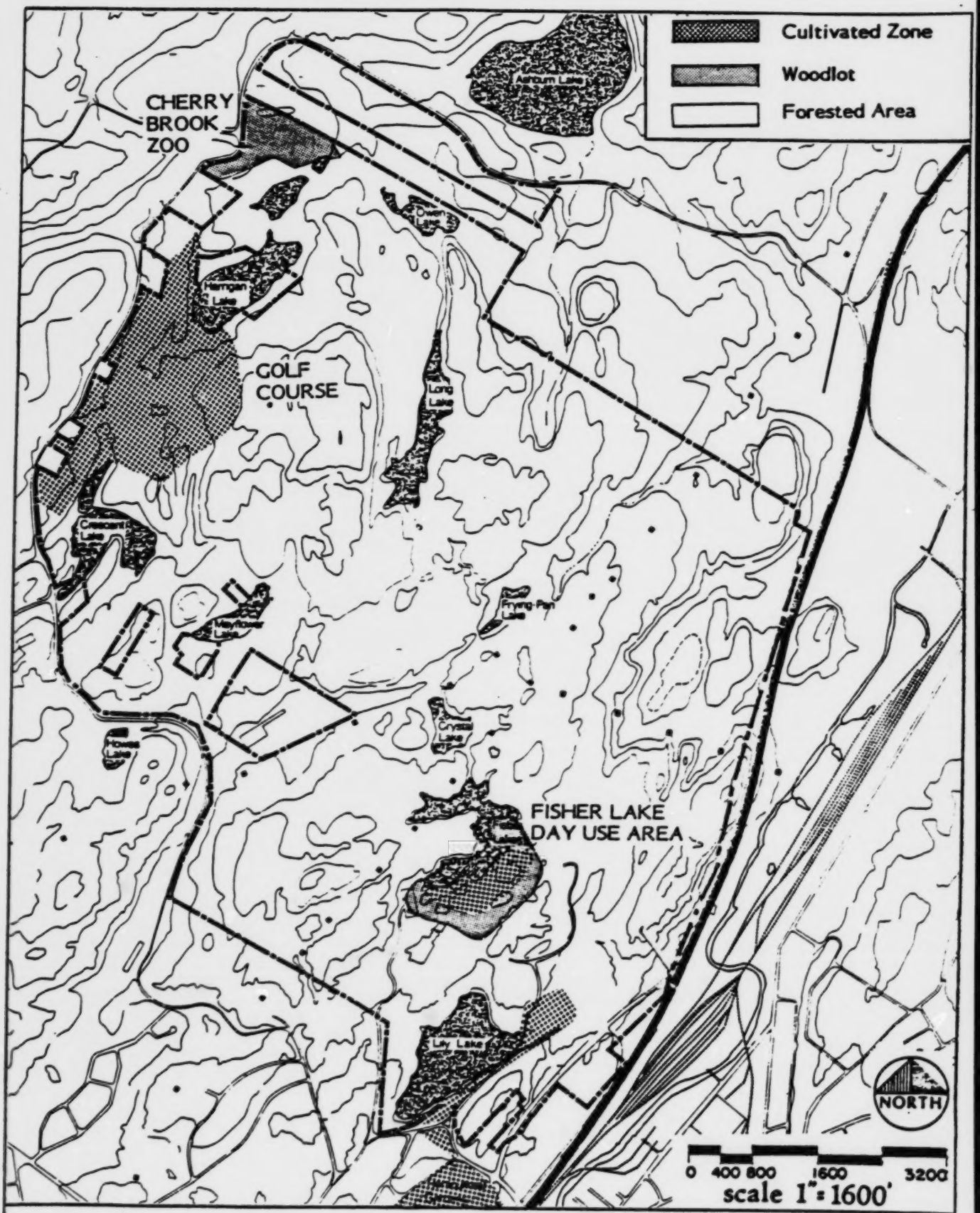
Rodents and other small mammals are plentiful in the park. Field mice, deer mice, smoky shrews, common and star-nosed moles, red squirrels and chipmunks have been observed, as were woodchucks, tree porcupines, muskrats, hares, skunks, weasels, minks, raccoons, and red foxes and white tailed deer. In the past, red lynx, black bear and moose have also been sited. It is not clear whether these species presently inhabit the park.

Bird life in Rockwood Park is also very abundant. Common species listed in previous studies includes blue birds, robins, thrushes, kinglets, chicadees, wrens, and swallows.

2.1.8 - Scenic and Visual Resources

Rockwood Park has many attractive scenic and visual resources. Such resources can be augmented even further through improvement.

The very nature of the park makes it attractive. The rugged topography and the pleasant lakes constitute Rockwood Park's most valued assets. From the many rock outcrops, views of the lakes and of Saint John are afforded. On a more personal level



CITY OF SAINT JOHN, N.B.

ROCKWOOD PARK

Planning and Feasibility Study

Life Zones

Fig. 22

areas around the lakes, in certain woodlots or in the semi-wilderness area of the park, nature in its most pristine state can be appreciated.

The more cultivated and heavily used areas of the park in the golf course and around Fisher and Lily Lake have many attractive features.

The golf course presents many unique vistas and with the maturing of plant material will further increase its appeal in the future.

The Fisher Lakes area is indeed the park's most attractive area. The unique lakes, sandy shorelines and intense cultivation all add to this area's attractiveness. The success of this area is in part due to the award winning landscape design undertaken for the area in 1967.

The entrance areas at Lily Lake and Hawthorne Avenue have been recently improved with signage and landscaping hence creating the sense of entrance appropriate to a park of Rockwood's stature.

Most North American city parks of Rockwood Park's history, size, and context, typically exhibit the following visual characteristics;

- **That they are designed landscapes.** That is they exhibit picturesque design principals such as the creation of interlocking meadows and that they focus the visitors attention through the use of trails and roadways to appreciate the park's trees, rocks, and waterfalls and its many other "natural attractions". Typically built features exhibit unique quality and detailing which accent and build upon the natural features.
- **They are generally well maintained and manicured landscapes.** Especially in heavily used areas, parks of this type are usually manicured, that is their grounds are free of both vegetative and foreign debris. Typically, these areas are cleared of heavy underbrush to create a "park setting".

These characteristics are useful in looking at the visual resources of Rockwood Park and can assist in guiding future improvements.

Illustrations 1 and 2 indicate how Rockwood Park historically has exhibited these characteristics.

Illustration 1

Outlet, Lily Lake, Rockwood Park, St. John, N.B.

Illustration 2

In keeping with these general characteristics, there are a number of areas however, which could be improved.

1. The Lily Lake Area, while pleasant, exhibits no lasting visual impression due to a lack of effective planting, cultivation, site design and an architectural focus. Lily Lake and the Duck Pond, Lily Lake Falls, and the campground are all areas which require proper furnishings and detailing of walkways, bridges and buildings. The Lily Lake area was once an extremely "picturesque" area with handsome walkways and an elaborate pavillion. (Illustration 1,2)

2. While the present Recreation Vehicle lot (Illustration 3) permits flexibility of use, it does not provide a pleasant setting. The chain link fencing around the campground is also inappropriate.

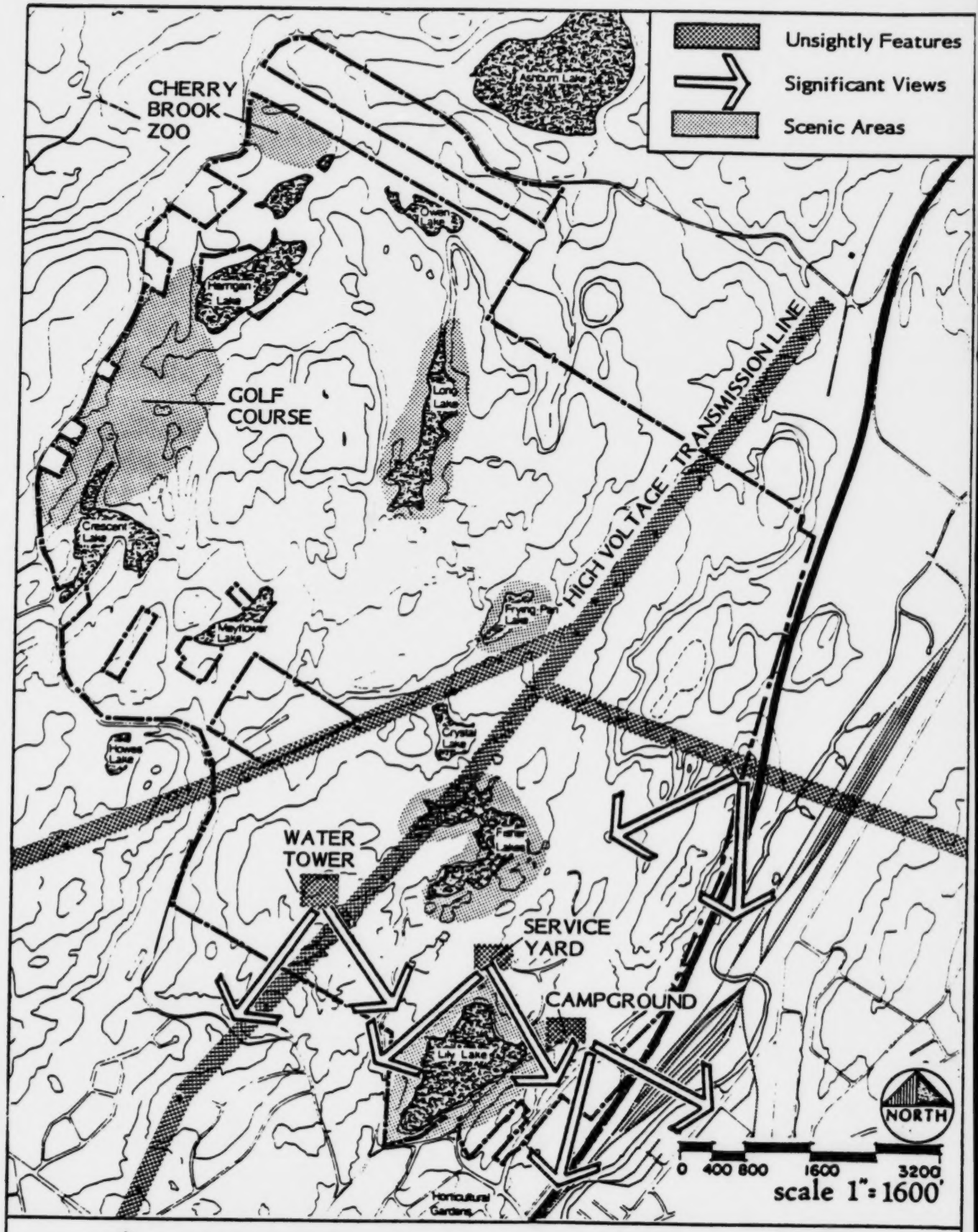
3. The children's farm and its associated maintenance areas require improvements.

4. Some Park roads require upgrading.

5. While general maintenance is quite good there is still a need for further improvement (clearing of litter, making repairs etc.)

6. The visual impression from Sandy Point Road and Highway #1 could be improved.

Illustration 3



CITY OF SAINT JOHN, N.B.

ROCKWOOD PARK

Planning and Feasibility Study

Scenic and Visual Resources

Fig. 2.3

2.1.9 - Plan Implications of Natural Resources

The lack of extreme winter conditions typical of the Saint John area limits weather dependent winter activities such as downhill and cross country skiing, and even skating on Lily Lake. Conversely, the lack of a hot dry summer also restricts the length of season for hot weather activities such as swimming and water slide activity.

While these weather dependent activities can continue to occur in the park, one could question investing significant amounts of capital funding into such facilities as water slides; however, an upgraded ski hill which can be augmented by snowmaking operations may be feasible.

Very little of the unique geologic history and features of Rockwood Park is known. Further investigation is required and once Park features are accurately identified, these areas should be used as interpretive features.

If the limestone caves in Rockwood Park are secured against acts of vandalism, these caves could act as park features and be the highlight of an interpretive walk.

As noted there is no proper inventory of Rockwood Park's geology, soils, vegetation, flora and fauna. In order that the environmentally sensitive and unique sections of the park be interpreted or protected, detailed studies should be undertaken. This will first identify the park's unique resources allowing for the protection of unique features and habitats. Other sites will be incorporated into interpretive walks and be used as features in order to advertise the park.

The extreme and rugged topography of Rockwood Park severely limits its development potential. Only small portions of the Park are developed. Such areas are located primarily in the southern, more developed portion of the park. Slope restrictions pose serious problems concerning the location of recreational facilities requiring flat to rolling topography.

2.2 Heritage Resources

2.2.1 - Park History

The history of Rockwood Park is well documented. The Vaux Plan (1899), and the numerous historical articles on the park illustrate the park's unique heritage and significance to Saint John residents.

The history of the Park can be divided into five distinct eras:

Pre-1783: Native Indian Habitation, Early Settlement

Prior to the arrival of the Loyalists, Rockwood Park was used for hunting, fishing and perhaps some localized logging. The likelihood of old Indian settlement remains within the park is small since, at present, no evidence has been found to suggest that any such archeological sites exist.

1783-1894: Loyalist Settlement

From 1783 to the establishment of the park in 1894, portions of the park were used for resource exploration. Logging and mining occurred. There was a flour mill at the outfall of Lily Lake. The City of Saint John also received its early water supply from Lily Lake by way of a wooden sluice. Cutting of ice on the lake began during this period and continued until the late 1920's.

Recreation in the park was already beginning to be recognized as Lily Lake was used for skating.

1890-1914: Picturesque Park and Pleasure Ground

The period prior to the commencement of World War I is considered to be the high period in the park's history with respect to use and development. The park was originally set aside in Act 56 Victoria A.D. 1893 of the New Brunswick Legislative. In that act, the newly formed Saint John Horticultural Society was granted the right to purchase and expropriate lands in the Lily Lake area with the purpose of establishing a "Park and Pleasure Resort" in the City of Saint John.

It should be noted that the efforts of the Saint John Horticultural Society were part of a larger North American movement which, in response to rapid industrialization and immigration, began to set aside large tracts of land, within walking or carriage driving

distance, for the benefit and enjoyment of all citizens. These parks were designed in an informal and "naturalistic" fashion which emphasized the pictorial landscape, as a reaction to the formal, gridiron urban landscape. This design theory was advanced by Fredrick Law Olmsted whose influence was felt in the design and execution of many North American parks. His "landscape theory" would later be applied directly to Rockwood, with the preparation of the Vaux Plan in 1899. It was this plan which shaped and polished the "naturalistic" landscape of Rockwood. (Illustration 4.)

Prior to the Vaux Plan, the park was acquired and developed through the efforts of the Saint John Horticultural Society. The Society constructed a Tea House, cut roads and trails and began the construction of the Zoological Grounds. Downing Vaux*, was later commissioned to prepare a professional plan. While there were many specific improvements to roads, trails and buildings and many of his design principles shaped the appearance of the Park, two of his critical recommendations were not followed. The critical recommendations were:

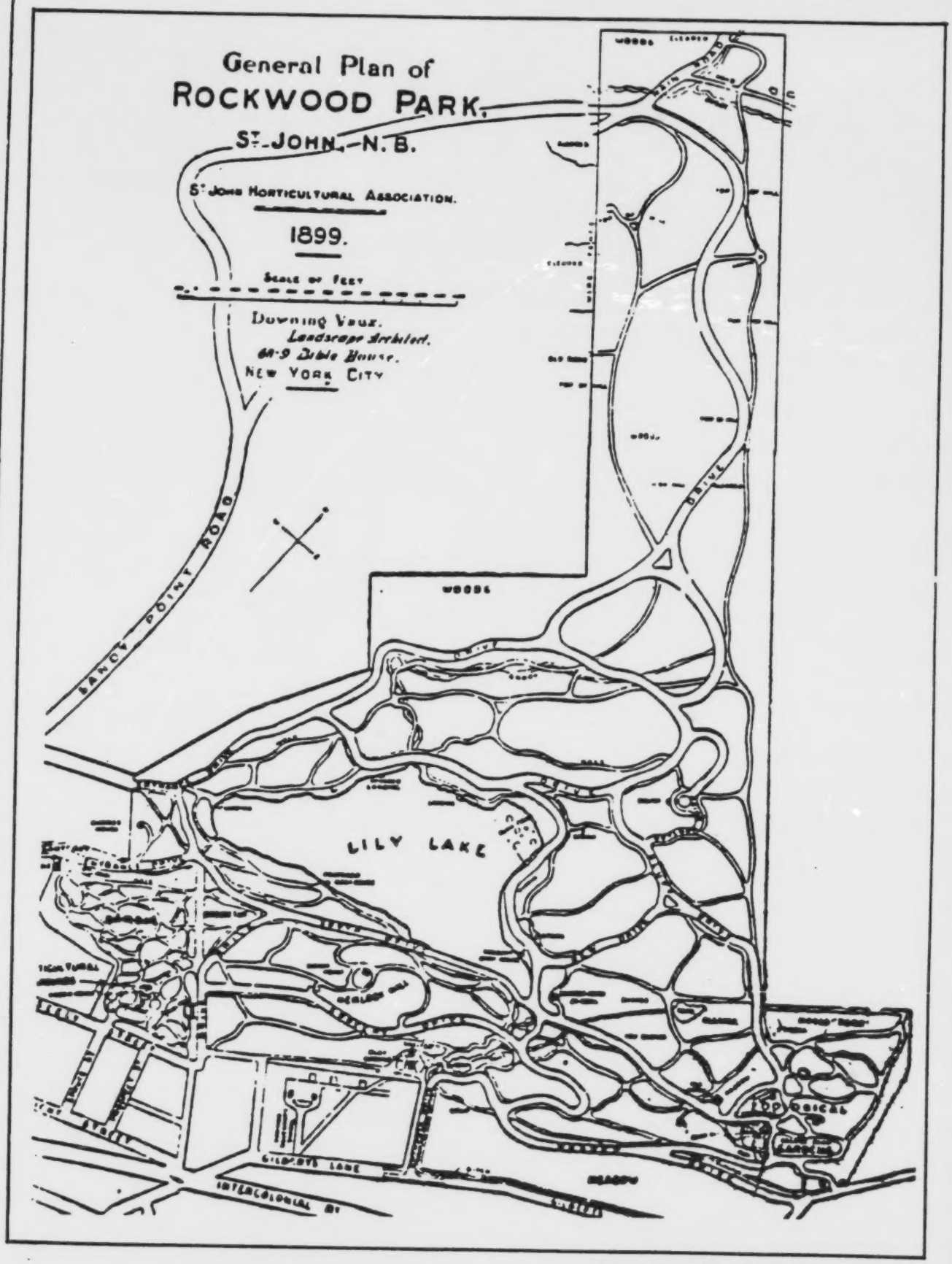
1) That lands along Gilberts Lane in the vicinity of the Horticultural Grounds be purchased to provide improved access to the park, and to more effectively link the park with the Gardens.

2) That the lands occupied by the Davenport School (present site of Rockwood) be secured to provide an appropriate entrance to the park, and to give the park additional flat topography which it needed.

Unfortunately neither of these critical land parcels were secured and today Rockwood lacks an appropriate entrance. Flat topography and a proper landscape setting for Lily Lake Falls was also lost when these recommendations were not followed.

From the turn of the century to beginning of World War I, Rockwood Park was heavily utilized. Automobiles had not yet had an impact on society and to Saint John residents Rockwood Park was an easily accessible attraction. The park did in fact function as a "pleasure ground" and resort to local residents.

* *Downing Vaux, was the son of Calvert Vaux. It was Calvert Vaux who was the English trained architectural partner to Fredrick Law Olmsted. This team was responsible for the famous designs of Central and Prospect Parks in the New York area. Downing was never a partner with Olmsted as was previously inaccurately reprinted in other literature with respect to Rockwood Park.*



ARCHIVES NEW BRUNSWICK MUSEUM

At Lily Lake a Tea House and a large refreshment pavilion "the finest in Eastern Canada," (Illustration 5) and the immensely popular "shoot the shoots" flume ride (Illustration 6) were the area's anchor attractions.

A ferris wheel, swings and a merry go round also provided family entertainment.

The Zoological Grounds were also in their best condition during this busy period.

Programming of events was also important. The park frequently hosted band concerts, floral displays and sales, ride challenges and canoe races. Fireworks displays were also a common occurrance.

1915-1966: Expansion with No Direction

After the glory days of the turn of the century Rockwood Park began to fall on hard times. Attendance dwindled and the park and the Horticultural Society were hard pressed to financially support the park.

Parts of the park were sold off for residential development. The residential development along the park's southern boundary seriously infringed upon the integrity of the park entrance as it was approached from Saint John.

The period however was not without its highlights. In the 1920's thousands of residents would visit the park to witness the skating feats of Charles Gorman.

In 1936, 450 acres were added to northern part of the park. This land was donated by the Drury Family and included Frying Pan and Long Lakes.

Swimming became an important recreational activity, and the year 1946 witnessed the construction of a bathing house on Lily Lake and improvements to its beach.

1967-Present: Upgrading, the Governor General's Award and Decline

Canada's Centennial Year, 1967 saw a resurgence of interest in Rockwood Park. As part of the plan prepared for the park by Acres Atlantic new facilities and improvements were undertaken. A ski hill was developed and a children's farm established. Major day use facilities, parking and vehicular improvements were also undertaken in the Fisher Lakes area.

Pavillion and bridge. Rockwood Park Saint John. N.B. 1908.

Illustration 5

Illustration 6

At this time the Horticulture Association agreed to deed all their lands to the City on condition they would continue to manage a number of facilities (Horticultural Garden, Lily Lake Pavilion, Lily Lake and the Campsite.)

These improvements brought a new interest and use of the park, and the development achievements of this period warranted the park receiving the Vincent Massey Award for excellence in the urban environment. This award was granted in 1971. Also later in this period, the development of the golf course began.

Rockwood would also see the established of Cherry Brook Zoo in 1977, and the establishment of the immensely popular Aquatic Driving Range in 1980.

Of late, interest and use of the park has waned somewhat and the recent developments in the commercial zone of the park have only been marginally successful. These developments are also not universally accepted by the general public who want to ensure Rockwood park's rich heritage and natural integrity will not be drastically altered.

2.2.2 - Heritage Sites and Interest Features

Although there are no archeological sites or designated heritage buildings in Rockwood Park there are some heritage sites and interest features of note. They are described below.

- **Lily Lake, Water Works Historic Landmark**

  Overlooking Lily Lake is a historic plaque which was placed there by the American Waterworks Association commemorating Lily Lake's role as the site of the original water supply for the City of Saint John.

- **Lily Lake Overlook**

  This viewing area was at one time an important overlook. Built by park staff with the help of prisoners , portions of the original outlook wall remain. Below the overlook is a large steep hill running into the water of Lily Lake. This area was the location of the famous "shoot the shoots" ride.

- **Howes and Harbells Caves**

  Both caves are geologically unique and of great interpretive value. Howes cave, however has been seriously vandalized.

2.2.2.1 - Heritage Resources Plan Implications

Rockwood's design history and recreational activity during its "Picturesque Park and Pleasure Resort Era' truly make it an unique attraction.

Parks of this nature, exhibiting remnants of the past, have become tourist attractions in other cities - i.e. Mount Royal, Montreal; Central Park ,N.Y.C.

If Rockwood was to recreate some of its rich past it could be, potentially, a similar kind of attraction.

2.3 Park Circulation

Figure 2.4 identifies the park's major vehicular circulation system.

2.3.1 - Roads

2.3.1.1 - In Park Roads

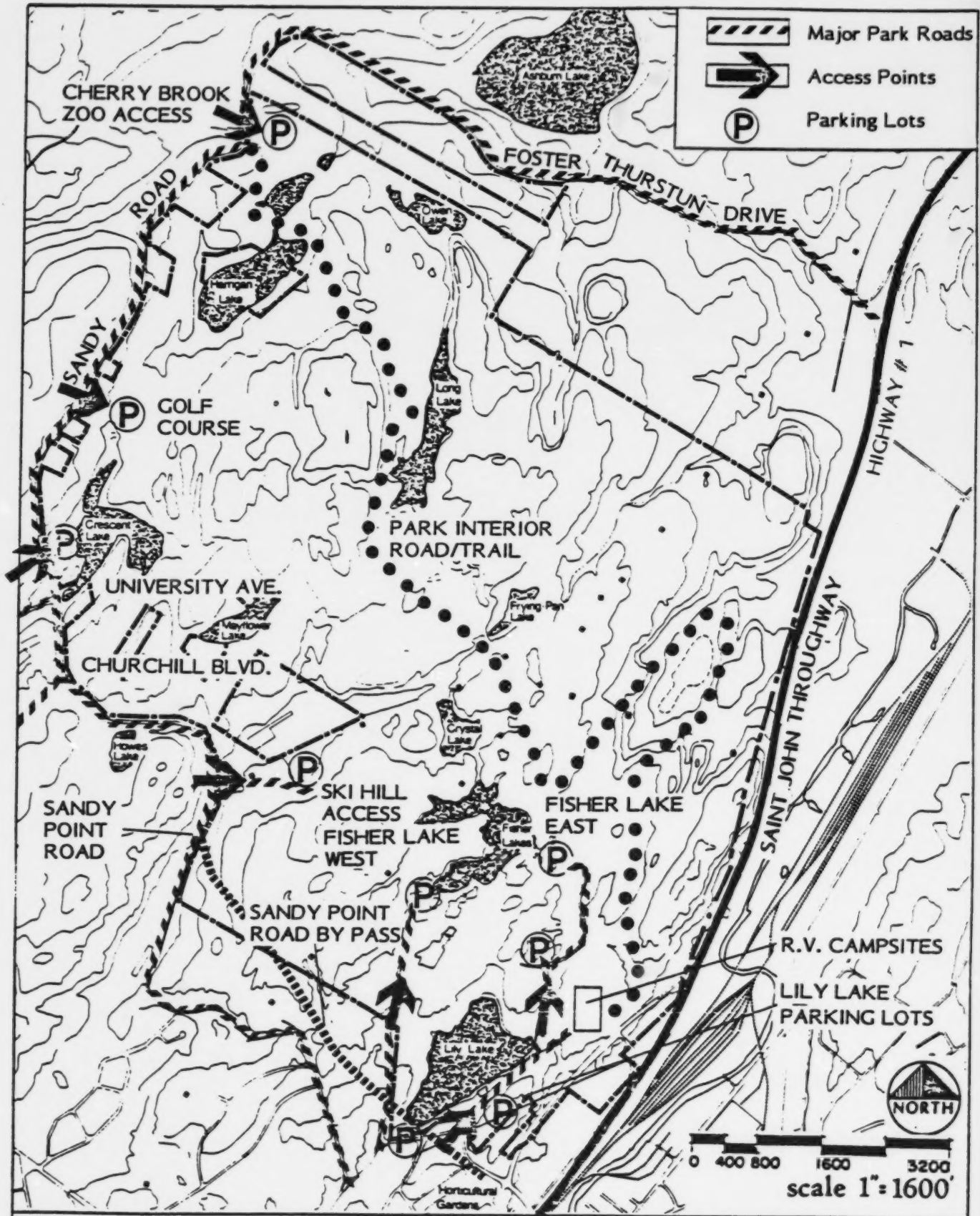
The existing road network in Rockwood Park is perceived by both visitors and Saint John residents to be confusing, substandard and poorly maintained.

Over the years the park road network has evolved haphazardly, with the only serious transportation planning occurring in the 1899 and 1967 plans.

The present problems are as follows:

- There is no single arrival road, or sense of arrival to the park . Presently one can enter at Lily Lake, or off of Sandy Point Road to the Fisher Lakes area.

  There are also a number of other approaches to specific attractions within the park, such as the ski hill, the driving range, the golf course and the zoo.



CITY OF SAINT JOHN, N.B.

ROCKWOOD PARK

Planning and Feasibility Study

Traffic and Circulation

Fig. 2.4

All entrances are not visually strong enough, or signed to create a sense of arrival. Recent entrance signs and landscaping along Mount Pleasant Blvd. are positive steps to park enhancement and should be extended to all park entrances.

- Within the park itself, circulation along the Lily lake area is often congested, and the mix of Lily Lake and Fisher Lake day use visitors with campground traffic is not desirable.

- Past the campground turnoff the lack of signage indicating the Fisher Lake attractions and the substandard road construction to Fisher Lakes create the impression that the park ends at Lily Lake.

- All of the major roads, park entrances (other than these improved in 1987) and parking lots require upgrading. Asphalt resurfacing, landscaping and the dressing off of side slopes would greatly enhance the appearance of the park.

2.3.1.2 - Regional Park Connections

An important consideration in the future planning of Rockwood Park is its connections to the Regional Road network.

Presently Rockwood Park is well signed and easily accessible from the Saint John Throughway for visitors travelling in a southerly direction. Northbound traffic, however must exit two interchanges south of the park and find its way through the city to reach Rockwood. Directional signage will improve this access, but alternative access into the park should be considered.

2.3.1.3 - Surrounding Park Roads

Surrounding and leading to the park are a number of roads (Sandy Point, Churchill Boulevard, University Avenue, Kennebecasis Drive, Foster Thurston Drive, the Saint John Throughway, Crown St. and Mount Pleasant Blvd). There are a great variety of road standards for each of these roads. For example the standards and appearance of Churchill Blvd. and University Ave. are far superior to that of Sandy Point or Foster Thurston Drive. Since the latter two roads constitute much of the park boundary, efforts to visually upgrade and clear viewsheds into the park should be considered if Rockwood is ever to appear "park like" in nature.

2.3.1.4 - Sandy Point Road Realignment

A proposal for a by-pass of the Sandy Point Road from the Lily Lake entrance to a point just south of the ski hill access road has been tabled for a number of years. This by-pass would traverse through the south western portion of the park adjacent to Lily Lake.

In addition to solving the traffic problems along Sandy Point this new road, if properly designed could;

- Provide a new single and attractive entrance to the park.
- Provide a better connection between Lily Lake and the Horticultural Grounds, as the road would remove the existing school at the Lily Lake entrance.
- Provide the motorist with an opportunity to view more scenic portions of the park in a "parkway" setting.

2.3.2 - Parking

Other than the Lily Lake area, the amount of parking in Rockwood is more than adequate. This is especially the case for the Fisher Lakes area where the massive lots are very seldom near capacity. Parking in the Lily Lake area is considered inadequate.

2.3.3 - Trails

As with the roads, trails are not well organized with respect to starting and ending points. There seems to be no looping system, or consideration in the length of park walks. Important trails or walks such as a loop around Lily Lake are non existent.

- Most trails are poorly signed and often cannot be located. An example of this is the handicapped trail, which is difficult to locate and as a result, has limited use.
- Trail mapping needs to be improved. Trails should be named and marked on a map with the length of the walk indicated.
- Presently there is little provision for bicycle use in the park as most trail surfaces are not suitable to this type of use.

- Equestrian trails are often combined with existing recreation trails. Rockwood Park at one time had a comprehensive equestrian trail network. An attempt to locate and clear these trails for equestrian use should be considered.

2.3.4 - Plan Implications

The poor conditions and lack of standard for roads and parking in the park require that the following work be undertaken:

1. A road and pathway heirarchy should be developed. Broad formal roads and walks should be scaled down to a more winding and intimate scale.

2. Road and path development should be undertaken with a purpose. They should lead to park features and recreational areas and not be randomly placed throughout the park.

3. Trails should be laid out in order to bring a visitor to one of the parks many attractive areas, or activity zones.

4. Road and foot bridges must be architecturally unique and incorporate pedestrian underpasses (where warranted) to enhance their appearance while separating pedestrians from the automobile. Historically, this was one of Rockwood Park's unique features.

5. The park requires an up to date and accurate road and trail guide outlining its unique features and uses.

2.4 Recreation Facilities and Programs

The purpose of this section is to describe and locate the present recreation opportunities available at the park and further to identify the characteristics of the existing use of the park.

The level and type of use and the issues and constraints relating to the facility all provide the needed background information upon which to base future development and marketing approaches for the park.

Suppliers of Recreation

Figure 2.5 illustrates the major recreation facility components and their location within the park. The following is a brief description of the noted facilities, broken the suppliers of the recreation product and the facilities each supplies.

- The Saint John Horticultural Association, which has responsibility for the camping grounds and the Lily Lake concession, Horticultural Garden and greenhouse.
- The Cherry Brook Zoo, which functions as a separate entity within the park boundaries.
- The individual concessionaires on site (past and present) such as waterslide, bumper boats and mini golf.
- The City of Saint John Parks and Recreation Department which provides recreation services at such park areas as the Fisher Lakes area, the golf course and aquatic range, ski hill operation and petting farm programs and maintenance in the balance of the Park.

2.4.1 - Facilities Operated by the Saint John Horticultural Association

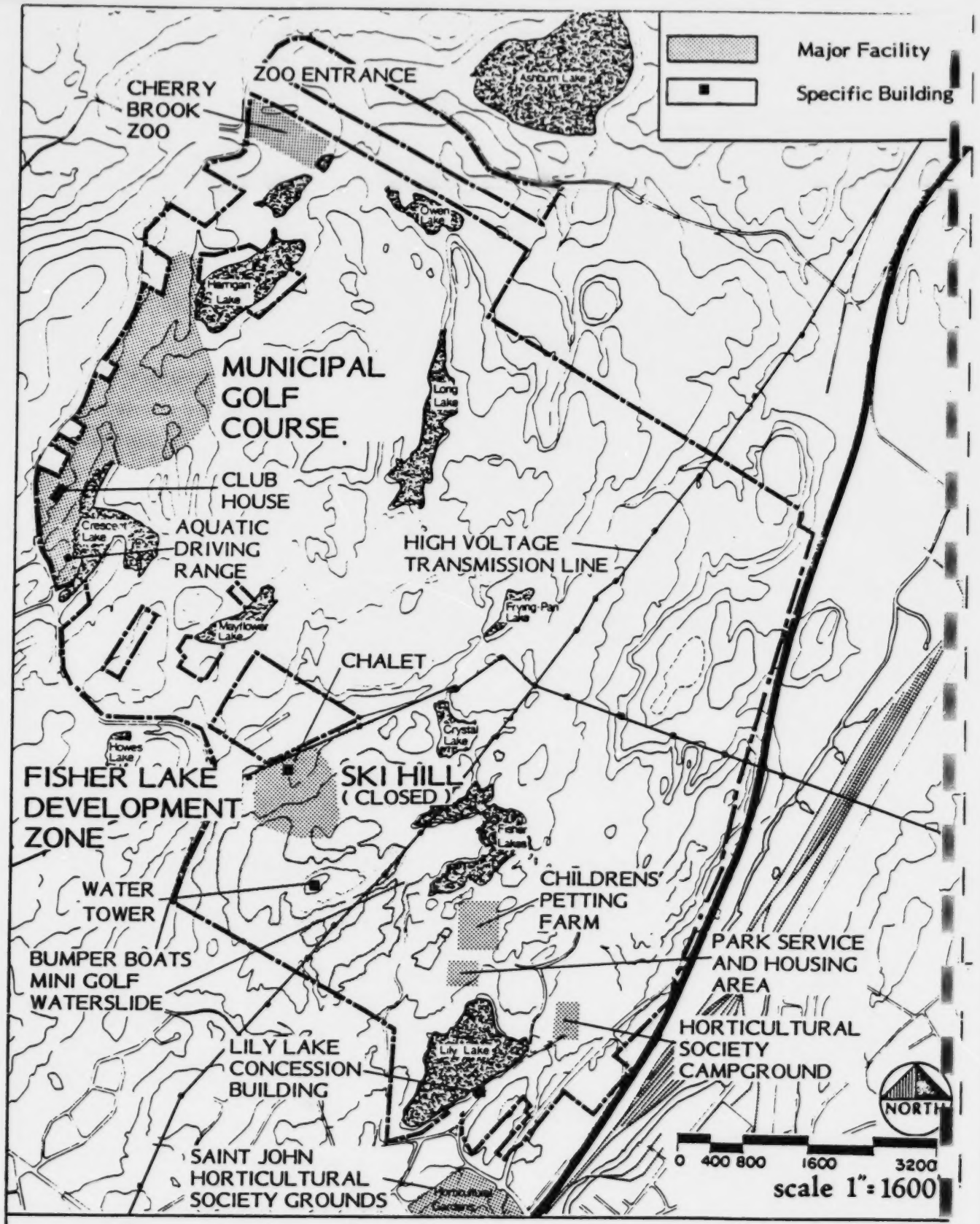
The Saint John Horticultural Association, comprised of 28 active members, runs the following facilities located within the park.

- Rockwood Park Campground
- Lily Park Pavilion
- Lily Lake Beach and surrounding Area
- Horticultural Gardens and Greenhouse

2.4.1.1 - Rockwood Park Campground

Description

The campground is located less than one km from Lily Lake on what used to be the original zoological grounds.



CITY OF SAINT JOHN, N.B.

City of Saint John

ROCKWOOD PARK

Planning and Feasibility Study

Existing Facilities

Fig. 2.5

According to the Provincial Accommodation Guide, it offers 250 sites, 165 serviced with electricity.

Levels of Use

Data indicates that visitation has fluctuated within the range of 11,000 to 12,000 site days or 23,000 to 25,000 persons attendance and that during years of special events, this visitation has increased to 15,000 site days. Average visitation from 1982 to 1986 was 12,400 site days or 23,800 attendance.

The campground has 160 available hookups and 90 unserviced sites which are sold from May 24 to September 30 (129 days). Based on available tent nights, occupancies have ranged from 26% to 40% in unserviced sites, 38% to 53% in serviced sites. However, as many as 260 registrants have been recorded at one time, as vehicles which are in excess of serviced sites available in peak season are not turned away but rather given a spot to park. Visitation tends to be highly peaked according to weather conditions. Discussions with the Horticultural Association indicate that peak season occupancies are 80 to 85%.

Discussions with the Horticultural Association indicates that the use of the campground is in its entirety by tourists and further, that 80-90% of tourists are out of province guests who are touring the area and have Saint John as a stop. Of this out of province travel, it is estimated that 40% are U.S. residents.

Historical data indicates that 72% of total use is attributed to R.V. rather than (unserviced site) tent use. The market as can be expected is one of older couples, 20 to 25% of whom travel with children.

2.4.1.2 - Lily Lake Pavilion

Description

The pavilion, an approximately 6000 ft^2 wooden structure built in 1946, provides the following services:

- summer canteen for beach uses
- winter canteen for skaters
- boot check room in winter
- boat rentals (10)

- can be rented out for special events, meetings on a year round basis

Levels of Use

Accurate data on the use of the pavilion facilitates and programs was not available; however, interviews with the Horticultural Association indicate that:

- In 1986, which was an exceptional weather year for skating (51 skating days compared to the typical 32 day season), a total of 4,000 paid* skaters and an estimated additional 4,000-6,000 unpaid skaters used the Lily Lake facility. This visitation was highly peaked with more than 80% of use occurring on Saturdays and Sundays. The resident survey indicated that 12% of park users skate while at the park.
- In 1985, the last year for which figures were available, indicate revenues of $2,400 for boat rentals. If we assume $1 per boat user this translates into 2,400 users. Survey data indicated that 10% of park users participate in boating/sailing activities.
- The Lily Lake pavilion used to operate 3 public dances per week in the past but this has dropped off to private rental of the facility for various functions. The faciiity is typically is booked for 45 to 50 banquets per year for an average attendance of 8,000 to 12,000 persons. In 1985 revenues indicated use of the facility by 6,420 persons.

2.4.1.3 - Issues and Concerns Relating to Horticultural Association Facilities

a) Campground

- The cultivation, and attractiveness of the area is limited by budget and manpower.
- The public generally views the campground facility as an unattractive gravel "parking lot".
- The campground is located in an area which is most easily and conveniently accessible for local use.

* *'Paid' indicates use of boot lockers.*

This limits local use of the most accessible area of the park and secondly, places campers in a location which they are most likely to feel negative effects of local population - i.e. vandalism.

- There is a shortage of serviced sites for recreational vehicles, evidenced by occupancy rates in peak July/August periods of 80% or more. Overall occupancy levels are not high at 27% for unserviced and 40% for serviced sites.

- There is a lack of awareness and communication between campers in the park with respect to other services/facilities.

- Visitation and registration is highly weather dependent, and little exists to "keep" people despite the weather condition. There has been a constant decline in the length of stay over the past five years.

b) Lily Lake Pavilion

- The Lily Lake pavilion was constructed in 1956. The facility is generally lacking in character or theme and remains unaesthetically appealing from the entrance road and views from across the lake.

- Parking is limited at the pavilion, notably at summer functions and during peak skating days when vehicles have to be turned away.

2.4.2 - Cherry Brook Zoo

2.4.2.1 - Description

The zoo is located on approximately 20 acres of land in the north eastern section of the park. The park was opened in 1974 at another location and moved to its present location in 1978.

The zoo is the only exotic zoo in the Atlantic provinces, featuring over 100 animals. It offers parking, washroom facilities, a picnic area and operates a canteen in the summer months.

The zoo is operated as a registered non-profit charitable corporation. It receives a subsidy from the City which covers approximately 50% of the zoo's operating budget and receives no provincial monies for operating budget.

Levels of Use

Visitation to the zoo has fluctuated over the past 3 years, reaching peak attendance in 1986 at 33,900 persons.

Data obtained in the community telephone survey indicated that 26% of City residents have visited a zoo, 13% on a regular basis and 13% on an infrequent basis. Further, this survey indicated that 43% of park users have visited the zoo while at the park.

Tours have shown absolute growth and as a proportion of visitation over this time period has fluctuated at 10.3% of the total visitation in 1984, 14.1% in 1985 and 11% in 1986.

Records as to origin of visitors are not kept, however it is estimated that generally tourists constitute 30% of total visitation and in peak periods of July/August this figure rises to 70% for an overall tourist flow of 48% (16,300 in 1986) and resident use of 17,575.

2.4.2.2 - Issues and Concerns Respecting the Cherry Brook Zoo

- The goals of the zoo are fourfold:

  Conservation: To provide a healthy environment for the physical and mental wellbeing of the animals which are housed at the facility.

  Research: To increase knowledge of the animals, to lend credibility to the facility and its staff.

  Education: To encourage public awareness of the animals at the zoo and the problems faced by world wildlife.

  Recreation: To provide affordable opportunities for the public (tourist and local) to enjoy the observation of these animals on a year round basis.

The zoo would like to expand its role in the latter two areas but not at the expense of its two primary functions. It is only with additional budget that the aspects education/recreation can be realized.

- Although the animals in the zoo are in good condition, certain activities and facilities are lacking. Improvements could be made (limited by budgetary constraints) to elevate the zoo from that of a mediocre one to that of a regionally/ provincially significant one:
  - Although efforts are being made to encourage school use of the facility (i.e. teacher kits to supplement teaching units of ecology), there exists no building for student/teacher orientation. Large groups - i.e. bus tours, conventions - would also benefit from some common area.
  - There is no interpretation centre to increase the quality of the visitors experience, effectively communicate information to visitors.
  - The zoo is presently limited to a small area because of topographical constraints. Visits take little time to complete. Further development with respect to alternative activities, retail opportunities, more exhibits, more animals, longer distances between animals and interpretive facilities would all create the feeling of obtaining "more value for your money". Zoo staff indicated an interest in expanding the site to approximately 50 acres.
  - Specific improvements which are required on the site include walking path and fencing repair, and improved storage areas.
  - Little programming exists to encourage return visitation to the zoo by residents.
  - The zoo is not accessible to the handicapped.
  - The zoo has no real educational and/or directional signage program.
  - There is little space to maintain breeding stock or to house sick animals.
- The zoo has received national recognition and will be publishing international research papers which provides valuable credibility to the facility and promotes the city name in such circles. Further, the zoo is attempting to meet stringent guidelines to become a fully accredited facility in Canada.

- The zoo location is such that it is not as easily accessible to the local market as other areas of the park. This has inherent disadvantages in terms of visitation and access but provides a greater level of seclusion to the animals and does not present concerns of vandalism.

- The zoo has no real competition in Atlantic Canada as an exotic zoo, however the small size and limited space for expanded variety and numbers of animals does not presently make it a provincially/regionally significant attraction.

- The zoo has established a zoological society and is trying to institute a volunteer training program to increase local support of the facility and provide opportunities for increased involvement in education/school programs.

- Liability insurance costs have increased dramatically over the past three years.

2.4.3 - Facilities Operated by Private Concessionaires

2.4.3.1 - Overview

Past concessions operated recently by the private sector at Rockwood Park have included:

- Superslide Waterslide

  The facility was in operation from 1984 to 1987 when it ceased.due to financial problems. This double waterslide and canteen is located directly adjacent to the Fisher Lakes parking area.

- Bumper Boat and Mini Golf

  Located approximately one hundred metres away from the waterside, the bumper boats began operation in 1985, and mini golf in 1986. Affiliated with this development is a canteen.

- Hill Top Stables

  In 1985 a horseback riding concession offered guided trail rides, pony rides, riding lessons and buggy rides. Operations were out of a shelter located below the main barn.

Levels of Use

From information provided from past and present concessionaires, it is estimated that visitation to all facilities peaked at 18,850 in 1986.

2.4.3.2 - Issues and Concerns Relating to Concessions

- Despite what activities are located on site during any one year, overall the concession market has not increased substantially. Rather, the same numbers seem to split off to use the various activities available at any one time.
- All concessions are highly influenced by the weather. A short summer, cold days, fog can all contribute to financial difficulties. All concessions are seasonal as they have no indoor components.
- Concessions are spread about the developed portion of the Park, thus attracting from each others business rather than complementing each other to create a level of "critical mass" to encourage local and tourist use of interest in the park.
- There are and have been a number of competing canteens in the Fisher Lake area, each detracting from each others business and duplicating efforts.
- Concessions are generally simple and unappealing to the customer.
- Parking is limited at the bumper boat and horseback riding facilities.
- Liability insurance costs have dramatically increased over the past three years and insurance itself is often difficult to obtain.
- It was felt that leasing costs imposed by the Park are too high at $2,000/year and 5% of gross revenues[1)]. Additionally, licences were seen as being too short, thus discouraging investment in the Park.
- Maintenance and security of the surrounding area, (i.e. garbage collection) was seen to be lacking. Vandalism of concession properties has been recurring.

1) *Example of costs for waterslide; bumper boat facilities.*

- Concessionaires are not part of the overall advisory committee structure of the park and therefore have no say in the organization/policies of the park.

- Concessions have failed in the past and new ones spring up. There is no guarantee of a facility being in operation from year to year which makes marketing of the park facilities extremely difficult.

- Concessionaires all felt the marketing of their facilities and services was difficult given signing, directional signing within the park, limited promotional efforts on behalf of the park (i.e. brochures and duplication of effort between all groups.)

- Fees are levied separately by individual concessionaires. A patron cannot buy a single ticket to use all park facilities.

Bumper Boats:

- There is insufficient lighting in the area.
- Concessionaire would like to expand operation to feature other family activities.

Horseback Riding:

- No competition for the facility exists with city limits.
- Concessionaire would like to broaden/expand programs if facilities were made available (i.e. stables, fenced field, outdoor riding ring, indoor riding arena).

2.4.4 - Facilities and Programs Operated by the City of Saint John Parks and Recreation Department

The city operates, or has operated in the past, the following facilities and programs:

Facilities:

- Rockwood Park Golf Course
- Aquatic Driving Range
- Fisher Lakes Children's Farm and Petting Park
- Rockwood Park Ski Hill
- Trails for nature walks, X-country skiing and horseback riding
- Beaches, picnic areas around Fisher Lake

Programs:

- Summer Day Camp
- Cross-country ski instruction
- Indoor Golf lessons
- Sleigh rides, wagon rides

2.4.4.1 - Rockwood Park Golf Course and Aquatic Driving Range

These facilities in separate locations, are located along Sandy Point Road.

The golf course is presently a 14 hole par 52 course with a complete pro shop (run by the City) with equipment (cart and club) rentals and retail sales. A snack bar and licensed dining area is run on a concession basis.

The course is in the process of being expanded to 18 holes. In addition, there are hopes to offer power carts, expand the restaurant and put in a computerized watering system for the facility in the future.

The aquatic driving range has 16 driving bays which operate to 10:00 p.m., seven days per week.

Levels of Use

- In 1973 the golf course has a visitation of 11,000 persons, this has increased by approximately 1,000 per year for a 1986 total of 21,201 visits. Peak visitation occurred in 1983 and 1984 at 22,000 visits, this largely attributed to fine weather conditions. Peak use occurs on weekends when as many as 325 persons use the course and, on these occasions, golfers are turned away.

- In total 10% of users are estimated to be tourists coming from the campground, on convention or as part of a private tournament as part of a convention. The club is seeing increasing visitation by female golfers (at 25% of overall use) and stability in junior use (under 8) although, in the long term, this group of young golfers is likely to expand in size.

- Winter golf lessons attract 150 students in total for the period of February to March.

- The aquatic driving range experienced 12,963 visitors in 1986 and waiting lists were evident in this period.

- The resident survey indicated that 8% of the general population and further, that 11% of park users exploit golfing facilities.

Issues and Concerns

- The pricing for the golf course is now $10.00 and is below that of other public courses in the province - i.e. St. Andrews $18.00.

- The golf course is turning people away during times of peak use.

- There is no practise fairway and the course does not have a pro in the summer. Golf lessons therefore only occur in the winter on an indoor basis.

- The golf course does not work directly with the visitor and convention bureau but will work directly with a group convener as required.

- Resident survey results indicate a high level of satisfaction with the facility.

2.4.4.2 - Fisher Lakes Children's Farm, Petting Park and Beach Area

The Animal Farm was built in 1967 as part of the City's Centennial project and since then a small petting park has been added.

The farm features a limited range of domestic animals and birds in a farm-like setting.

Data for 1982 and 1983 indicates visitation in the 13,000 to 15,000 person range. It receives peak use in June until residents begin their summer holidays. The resident survey indicates that 36% of park users visit this facility while at the park.

Issues and Concerns

- The public, as per public meetings and interviews, view the petting farm as being below standard.

- Park users, as per the survey, are satisfied with the facility.

2.4.4.3 - Rockwood Park Ski Hill

Presently the park includes a small ski facility which consists of a 100 ft. vertical rise, three slopes and a T-bar surface lift.

The ski hill operated until 1986, after which time it was closed. Peak visitation occurred in 1978 at 4,170 visits and low visitation was in 1985 at 880 visits. Visitation is highly weather dependent.

2.4.4.4 - Other Activities

Cross-Country Skiing

Rockwood Park features 16.7 km of marked trails, 3 main trails accessible from the golf course and one through the Fisher Lakes area. Additionally there are other unmarked trails through the park to such areas as Mayflower Lake, the ski hill, water tower and connecting the golf course trails to the Fisher Lake trail. There are no track set ski trails anywhere in the City.

The golf club rents cross-country ski equipment, toboggans and snowshoes on weekends. In 1986 an estimated 8-9,000 persons used the facilities, while statistics indicate rentals by 500 persons. Canteen facilities are available at the golf course during this season. Lessons have been offered in the past but are not ongoing from year to year.

The resident survey indicates that 6% of park users participate in cross-country activities.

Sleigh Rides

Family sleigh rides are provided at the Rockwood Park Barn on weekends on a regular basis. Additionally sleigh rides maybe reserved for evening use by groups of 20 or more.

In the winter of 1986/87 an estimated 220 persons took weekend rides. In 1984 total sleigh ride use was 844 persons.

Nature Trails

The main nature trail through the park is 3½ miles in length, beginning at the Cherry Brook Zoo and ending at Fisher Lakes. A small brochure is available which offers interpretive information to assist trail users.

Additionally there is a handicapped trail located at the Fisher Lakes area.

As there is no charge for use of these trails, no statistics as to their use is available. The resident survey however indicated that 36% of park users are participating in hiking/climbing/walking/trail activities while at the park.

2.4.5 - Summary of Park Usage

Table 2.1 attempts to bring all the information presented in this chapter to estimate the total use of the park by tourist and resident populations on a four season basis.

Obviously there may be a great degree of overlap between activities thus escalating this figure.

The end estimate of 250,000 reflects estimates provided earlier for total use, but is not a dependable one given the unquantifiable nature of some statistics - i.e. walking trail use.

The quantifiable portion of use indicates total visitation to be in the area of 159,200 visits using the last data available (1983-1986) for the component of use and cumulated to show a hypothetical "single year" statistic.

There has not been, in any of the data exhibited, any strong areas of growth in use. All data shows strong fluctuations depending on weather, local special events and other conditions.

The park use can be seen to be concentrated in the Fisher/Lily Lakes and Sandy Point Road areas **thus leaving 75% of the park underutilized.**

There is no ongoing programming occurring at the park at present, therefore all use can be attributed to facilities rather than services. As a result the park has become

TABLE 2.1

SUMARY OF PARK USAGE - 1986

Component	Resident Visitation	Tourist Visitation	Total Visitation
Campground	0	11,445 tent days 23,746 attendance	23,746
Lily Lake Pavilion - Skating - Boating - rentals	 8,000 2,400 8,000	not estimatible	 8,000 2,400 8,000
Cherry Brook Zoo	17,575	16,328	33,903
Concessions	breakdown not estimatable		18,850
Golf course/Lessons	19,216	2,135	21,351
Aquatic Driving Range	11,667	1,296	12,963 + waiting lists
X/C Trails Rentals	9,000 500	0 0	9,000
Sleigh Rides	840	0	840 (1984)
Petting Park	breakdown not estimatable		15,250 (1983)
Fishing Derbies	3,500	0	3,500 (1984)
Ski Hill School Group Use	0 1,380	0 0	0 (1984)
Total Quantifiable Visitation			**159,180**
Other uses i.e. walking trails			**90,820**
TOTAL ESTIMATED VISITATION			**250,000**

dated and predictable. Programming provides opportunity to utilize existing facilities in new ways and for new activities which keeps them interesting to local markets.

As outlined in this section, there are key concerns respecting the quality and maintenance of certain facilities and spaces which also negatively impact use.

2.5 Services and Utilities

2.5.1 - Water Supply

Presently the park is serviced in a number of ways.

The Fisher Lakes area is serviced by a water well. Apparently this supply is inadequate and a deeper well will have to be drilled.

The water slide, bumper boat and mini golf concessions in the Fisher Lakes area are serviced by a hose laid in a shallow trench. This water comes from the municipal water tower located in the park. This temporary water hose limits water supply to summer use only.

The Lily Lake concession is connected to the City's water supply while the campground is partially serviced by City supply. In the northern portion of the park the golf course and Cherry Brook zoo utilize wells for potable water. For irrigation purposes, the golf course pumps water from Crescent Lake.

2.5.2 - Sanitary Services

As with the water supply, most areas in the park are not connected to city services. With the exception of the Lily Lake Pavilion, all the sewage is pumped out of holding tanks associated with the various park services and concessions. An exception to this is the golf course club house which utilizes a septic system.

2.5.3 - Electrical Supply

Presently all of the park is serviced by 220 kV service. The only portions of the park to be lit is the Lily Lake concession and campground area and the Aquatic driving range. The Fisher Lakes area at one time did have area lighting, however, in recent years this is no longer in operation.

2.5.4 - Plan Implications

The park seems to be adequately serviced with respect to summer season activities. Very few of the facilities in the park are serviced for winter use, due to the lack of infrastructure connections with the City. This was especially critical to the ski hill

operation which did not have running water in the winter, and also had to utilize portable toilet facilities.

2.6 Operations and Maintenance

The amount of visible vandalism and the overall poorly maintained appearance of the park can be directly attributed to the fact the park is seriously under staffed.

There are only 4 permanent City employees in the park who must operate and maintain the recreational facilities of the 2,200 acre park. Presently there are one resident park attendant, a sub foreman, another park attendant and a full time golf course manager. In the summer, 7 seasonal employees are retained, but again this is considered inadequate to properly run and maintain park facilities. A recent example of inadequate staffing occurred when some trails in the Lily/Fisher Lake area were cleared. Unfortunately the vegetative slash was left on site adjacent to the trail, creating a poor visual impression.

The Horticultural Society which operates the Lily Lake pavilion and the campground seems to be adequately staffed as there is a perceptual difference of how their property is maintained versus the City of Saint John lands. This observation was confirmed by many residents in the first public meeting undertaken by the consultants.

2.6.1 - Programming

At present there is no one that has undertaken programming in Rockwood Park. In order to increase park utilization this aspect of park management must be addressed.

2.7 Surrounding Land Use

One of the unique characteristics of Rockwood Park is that for the majority of its periphery it is difficult to discern the actual park boundary. The heavily wooded nature of most of Sandy Point Road and Foster Thurston Drive as well as the residential development lining the park boundary account for this lack of park identity. Proceeding around the park from Mount Pleasant Boulevard to the north, the surrounding land uses are as follows:

- Along Sandy Point Road to the Tucker Park area, zoning is primarily one and two family suburban residential (R1A and R2, RS-2).

- The Tucker Park lands are zoned major institutional (1L-2). The Saint John Regional Hospital and the University of New Brunswick Saint John Campus are located in this area with the campus claiming 100 hectares.
- Along the Sandy Point Road from Tucker Park to the Cherry Brook Zoo, the area is zoned residential (RS-2). Along Foster Thurston Drive rural zoning (RF) is in effect until the heavy industrial (1-2) area along the Saint John Throughway is reached. This industrial zone includes a major railway marshalling yard.

2.7.1 - Future Land Use Trends

With respect to future land use trends, it's anticipated that the areas north and west of the park from Sandy Point Road to the Kennebecassis River will continue to grow. The Millidgeville Secondary Plan indicates that the trend in Saint John is towards suburban development with a decline in the urban population. The report also indicates that the Millidgeville area population has grown over 40% in the last ten years.

MARKET ANALYSIS and PARK CONCEPT

3.0 MARKET ANALYSIS AND PARK CONCEPT

3.1 Introduction

For any project to be a success, it must be marketable - i.e., it must provide something which the market has interest in utilizing. Similarly, if a park plan is to be successful, it must reflect the needs and interest of the potential user. Further, if the park is to be a valuable addition to the city's inventory of "things to see and do", it must have appeal to both residents and tourists in a balanced manner.

A major thrust of this study was to assess resident and tourist sectors to assure that the park's end form and component projects were indeed market driven. This section highlights the detailed market analysis which appears in the background report and describes the general Park Development Concept.

3.2 Summary of Rockwood Park's Market Potential

As part of our market work, the existing market draw of the park and its future potential in both resident and tourist sectors were explored. The findings of this exercise, taken together with the intrinsic ability of the park to support various recreation and tourist developments, provided the basis for determining the realistic park development concept and projects to be considered at the park.

3.2.1 - Existing Park Use

Existing annual visitation to the park is in the order of 250,000 visits, of which 43,500 may be attributed to tourist use. The more successful tourist operations at present are the campground, the Cherry Brook Zoo, the golf course and driving range.

A review of existing park use, taken together with the findings of an extensive public involvement program, indicated the following key concerns with respect to existing park use:

- There are concerns relating to the quality of key facilities in the park such as the campground, the various concessions and the petting farm.

- Resident segments indicated, by way of various public input methods, that their key concerns with respect to the park plan are:

  - maximizing the quality of "park" space while conserving key wilderness areas - ie., focusing new developments in specific zones rather than spread throughout the park;

  - increasing the level and quality of trail development in the park to allow access into the area;

  - increasing programming such as interpretive walks, appropriate entertainment, etc.

  - increasing the overall level of maintenance in the park.

Based on the information gathered, it is safe to assume that **without improvement to the existing facilities in the park, development of new facilities and programs, and increasing the maintenance of the park, that no increase in visitation will occur at the park in the future.** Further, it is likely that without major revitalization, the park will slowly fall into decline from this present situation.

3.2.2 - Future Markets

The potential market for Rockwood Park in both resident and tourist segments was examined.

<u>3.2.2.1 - Resident Markets</u>

In assessing the potential resident market several geographical boundaries were used.

i) Census Metropolitan Area - (CMA) which includes the City of Saint John land areas just outside the City from Hampton on the East to Westfield on the west.

ii) The City of Saint John

iii) Areas within the CMA which are outside the City. This includes several towns and villages as well as more rural areas.

In general, the CMA has grown slowly and there has been a decline in the City's population along with a growth in areas in the CMA outside the City.

Key opportunities for Rockwood within this resident market include:

a) **The senior citizens (65+) who live in the City.** This 9,900 person market which will continue to experience both absolute and relative growth, will look to the park for passive recreational opportunities. This would include walking, social sitting; dining experiences (ie., community picnics), sleigh rides and cultural and historical programs. Key concerns will be effective transportation links to the park and the cost of the park facilities to this income constrained market.

b) **The "family" market is composed of people living outside the city who would have the highest propensity to visit the park on a day trip.** This market, comprised of adults aged 20 to 54 and youth under 19, is an expanding one. Potential lies in providing moderately priced 'family' activities which cannot be found elsewhere in the region. The activities should be ones which encourage return visitation by changing programs, special events and displays.

c) **The walk-in market or residents who live in areas of Saint John which are highly accessible by car to the park.** The 36,600 persons who fall into this category are more likely to be senior citizens or from low income and/or single parent families. As such, this market will look for high levels of programming and activities to keep the park "fresh" to local populations, 2) high quality urban park/space to use on a regular basis, and 3) effective linkages so that they can access the park regularly.

d) **The school group market in the Census Metropolitan Area (Districts 19 and 20) from primary grades one to six.** This market totals 12,100 (grades 1 to 6) and 11, 800 (grade 7 and over) and has growth potential. Rural schools would visit the park to experience urban activities and attractions while city schools would look to the park to provide educational nature-based programming. Given the fact that city school children do not perceive the park as something special, interpretive programming at the park is critical.

e) **Special interest groups and organizations in the city** whose size cannot be estimated, have specific interests in the park resource. Such activities as

TABLE 3.1

POTENTIAL RESIDENT MARKETS

Potential Markets				
Residential Markets 1) Overall	City residents CMA outside City Total Overall Resident	75,700 44,600 120,400	Declining population Expanding population Total overall growth in regional markets	Potential lies in key segments below.
2) key Segments	*City seniors (65 +)	9,900	Expanding population in absolute and relative terms	Potential lies in programming and passive activity at park
	*"Family market in CMA outside city	29,400	Growth in adult (20-54) population and (0-19) youth	Potential lies in moderate cost family activities
	*High access market	36,000	High accessibility Generally low income	Potential lies in low cost activities, high quality spaces, trail development and linkages to market
	*School groups in the CMA	12,100	Grades 1-6 Districts 19 & 20	Higher potential in Grade 1-6 market in "urban" activities for rural schools, nature-based activities for local schools: programming
		11,800	Grade 7 + Districts 19 & 20 Limited growth potential	
	*Special interest groups	N/A	Unquantifiable	High potential for specific interest - specific activities - i.e. zoo, equestrian activities, winter camping
	Total resident segments	99,800	Overlap between sections included in this figure Equals 83% of overall resident market	Highest market potential on a four-season basis. Must focus on promoting repeat visitation by high quality experiences.

downhill skiing and equestrian activities were seen as positive features for the local market which are not available elsewhere.

In total, for resident markets, the park must function as a high quality urban park space, highly maintained and featuring services, facilities and programs which will appeal to an aging local population and expanding regional family market on a four-season basis. Repeat visitation is critical for success - therefore, the travel experience must be a positive one and secondly, events and activities must be varied and changed over time.

Resident activity participation levels are lower than national averages. This indicates opportunity for the park to increase participation in a variety of activities - specifically bicycling, cross-country skiing, downhill skiing, jogging/running, ice skating and golf - by way of facility development and upgrading and by increased programming of these activities.

The expansion of visitation in the resident market segment is critical to the park and any successful developments planned for the future. The park must provide activities which appeal to both residential and tourist markets, because the **residential market provides stability, extended seasonal length, return visitation and critical mass in visitation to support a tourist attraction.** Further, survey data and market data indicate that the 45% to 65% of all tourists coming to the area, are visiting friends and relatives (VFR based). Therefore the **park facilities must create interest and pride at a local, residential level if it is to spin off into VFR-based tourist visitation where city residents bring visitors to the attraction.**

3.2.2.2 - Tourist Markets

Pleasure travel for the Saint John region* totals 1,001,700 person trips, 633,400 on an overnight basis and 368,300 on a day trip basis with an estimated 4.3% coming to Rockwood Park. These markets are dominated by provincial travellers and, in the case of the day trip market, come from within 200 miles away. This market, is highly focused toward "sightseeing and visiting friends and relatives" activities.

* *Defined as the City of Saint John, Fundy Tidal Coast and Saint John River Valley regions.*

Rockwood Park must generally satisfy the overall tourist market during the summer season but, in the case of the large regional day trip market, also must provide activities on a four season basis. To encourage regional day trip visitation, the park must provide activities such as special events, displays and programs to appeal to this market and encourage return visitation.

Because commercial hotel/motel accommodation account for 11% to 24% of all person nights, **it is critical that the attractions of Rockwood Park be communicated effectively to the overnight traveller staying in these locations.**

Expenditure data indicates that the higher cost activities will generally appeal to the overnight tourists more than to the day trip market.

The tourist market can be defined as an adult market since only 20.6% of resident trips and 17.8% of non-resident trips are generated by youth under 15 years of age. **Rockwood Park therefore must focus on adult and older family activities rather than children's activities in tourist markets.**

Specific market segments of interest to the park include:

- **Business travellers, which constitute 40,800 overnight and 81,700 day person trips to the area as well as 84,700 conference delegates to the City,** have some potential for the park as a) part of an organized tour as part of the convention package, b) as a feature of a spousal program connected with the conference or c) for pre/post tours around the city. Specific features of the park (i.e. golf course, aquatic driving range) will have a high level of interest to conference delegates and business travellers generally.

- **Group motorcoach travellers which total approximately 66,000 persons travel to the City from May to October.** The City as a whole captures 34.5% of group tours visiting the Province, yet Rockwood Park does not benefit from this. This market which is largely an older, female market, will be attracted to the park for scenic and heritage attractions and to view activities and facilities which are unique to the overall provincial tour. The length of stay at Rockwood would ideally be 1½ hours in length.

TABLE 3.2

POTENTIAL TOURIST MARKETS

Tourist Markets				
1) Overall	Overnight	679,600	Regional overnight person trips	Potential lies in key segments below.
	Day Trip	563,200	Regional day trip person trips	
	Total Overall Tourist	1,242,800	Person trips to Saint John, Fundy and St. John River Regions in resident, domestic and other markets	
2) key Segments	Pleasure Travellers	633,400 368,300	Overnight Person trips Day trip Person trips	Highest opportunity in sightseeing and VFR-based travel. High cost activities will appeal more to overnight than day trip activities.
	Subtotal Pleasure	1,001,700	80.6& of all tourist person trips	Potential lies in moderate cost family activities
	*Business Travel	40,800	Overnight person trips Day trip person trips Conference delegates to Saint John Area of growth	Limited potential as part of special tour, spousal program, pre/post activities. High potential for golf course and driving range.
	*Group Travel	66,000	Persons travelling as part of bus tour to City Largely senior market	Potential to attract market with passive activities which are scenic, heritage based
	*Camping	13,200 42,600	Camping parties Persons to City of Saint John growth potential in R.V. market	Potential to increase draw as presently capturing 37% of market by increasing length of stay by improved aesthetics of site, activities in park which appeal to market.

- **The camping market to the Saint John area is approximately 13,200 parties (generating 33,500 party nights) or 42,600 persons (generating 115,100 person nights).** At present Rockwood is capturing 33 to 37% of this market, depending on the unit of measure. Rockwood Park can increase overall penetration in this market by a) improving signing/access to the park b) increasing the length of stay at the park through facility development and program development and c) increasing the aesthetic quality of the park. Growth will occur in the Recreational Vehicle travel market with people over 50 years of age and therefore facilities, services and programs should be designed with this in mind.

In total the tourist market can be seen to be an adult market with an interest in sightseeing and VFR-based activities. In addition to improving what is already on site, new development which could be considered should appeal to a broad base of tourist types - i.e. conference, group travel, campers - and could include such activities as cultural and interpretive programming.

Analysis of tourist activity preferences leads us to the conclusion that market-viable developments would include those items which focus on walking, local dining, cultural activities, zoological attractions, festivals/events and the natural park environment.

Rockwood Park, based on quantifiable data summarized in this Chapter, presently attracts in the order of 43,500 tourists in a market comprised of 633,400 (overnight) and 368,300 (day) tourist trips. It is essentially penetrating the market at 4.3%, although this is an estimate given the nature of the data available. **The park can further benefit the City's economic base by developing attractions for the existing regional tourist market by:**

- Increasing the number of overnight visitors to the campground.
- Increasing the length of stay of visitors at the campground and other tourists who are presently visiting the park on a day basis.
- Attracting tourists who are already coming to the City on their own for pleasure, conference or on a bus tour, but who are not at present visiting the park.
- Attracting VFR based tourists to visit the park accompanied by local resident markets.

- Increasing the level of expenditure, length of stay while at the park.

The park in the short term, therefore, will not create a higher level of tourist visitation to the city on its own, but rather in the long term (together with the other retail/attractions developed in the City) will assist in creating an image for and level of critical interest in the City for tourists passing by to generate higher visitation levels and create the associated benefits.

3.3 Market Strategy For Park Development

Before a master plan for park development can be physically laid out, it is essential to define a strategy in terms of market development for the future success of the park.

This strategy arises from the market analysis undertaken and resident input, taken together with an understanding of the trends and competition within the marketplace.

The development of the park must be in a direction to improve the image of the park and associated visitation in resident sectors and to increase tourist visitation from the existing regional tourist base to, therefore, in the long term, create additional tourist visits to the City. It has been clearly established that, without improvement to the Park and the development of new facilities or programs, there will likely be no increase in visitation by residents or tourists above the present 250,000 visit level. If the park is to attract more residents and tourists, the plan must focus on the opportunities presented in both resident and tourist markets:

a) In Resident Markets

1. At present only 55% of City residents have ever visited the park, while the remainder have no interest in what the park currently offers. Further, activity levels in Saint John are generally below national participation standards. **Therefore Rockwood can increase visitation of the resident population generally by a) improving existing facilities b) providing new facilities and c) by creating programs to encourage new participants to utilize the park's resources.**

2. Rockwood Park's adjacent walk-in markets perceive a lack of high quality park space despite their proximity to the park. Therefore, **the park must provide activities, linkages to this market and function as a true "city park" on a year-round basis.**

3. At present only 12% of park users bring out of town friends and relatives with them, while overall VFR-based tourism (visiting friends and relatives) accounts for 45 to 65% of all nights spent in the region.

   Therefore increasing resident interest in utilizing the park and further promoting pride in the park and its facilities at a local level will result in increased VFR-based tourist visitation to the park.

4. It was shown that resident markets within 25 miles of an attraction typically account for up to 43% of its visitation, therefore it is critical to satisfy resident interests in any planned developments.

5. There is growth potential in both regional family and city senior markets.

   Rockwood Park therefore must create opportunities in the park which appeal generally to its local population as this resident sector provides stability, extended seasonality, increased and return visitation and critical interest.

   Further, any tax supported developments must be generally supported by the public if they are to be successful.

b) In Tourist Markets

1. It is estimated that at present approximately 4% of the region's tourists visit Rockwood Park. **The park can penetrate this market to a higher degree and create associated economic benefits.**
2. Only 12% of resident users of the park bring out of town friends and relatives with them, although VFR-based tourism accounts for 45% to 65% of tourist nights in the city.

3. Campers at Rockwood Park have a short and declining length of stay at the facility. The quality of the facility limits market penetration to 30% of local camping nights, despite the fact that the park supplies 77% of the city's camping sites.
4. Bus tours are not visiting the park, although there is growth potential and interest in doing so.

5.. There is not enough to do at the park, critical mass at one location or quality of experience to encourage regional tourists to visit the park, spend longer time in the city or encourage spending.

6. Trends indicate that tourists are looking for unique features, passive or educational experiences when they travel.

The strategy to increase tourist visitation to the City in the long term can be greatly assisted by the right type of park development.

The strategy must be one where, in the following order:

a) Resident use of the facility is increased.

b) Residents take increased pride in the park and the image of the park is enhanced to encourage VFR-based visitation.

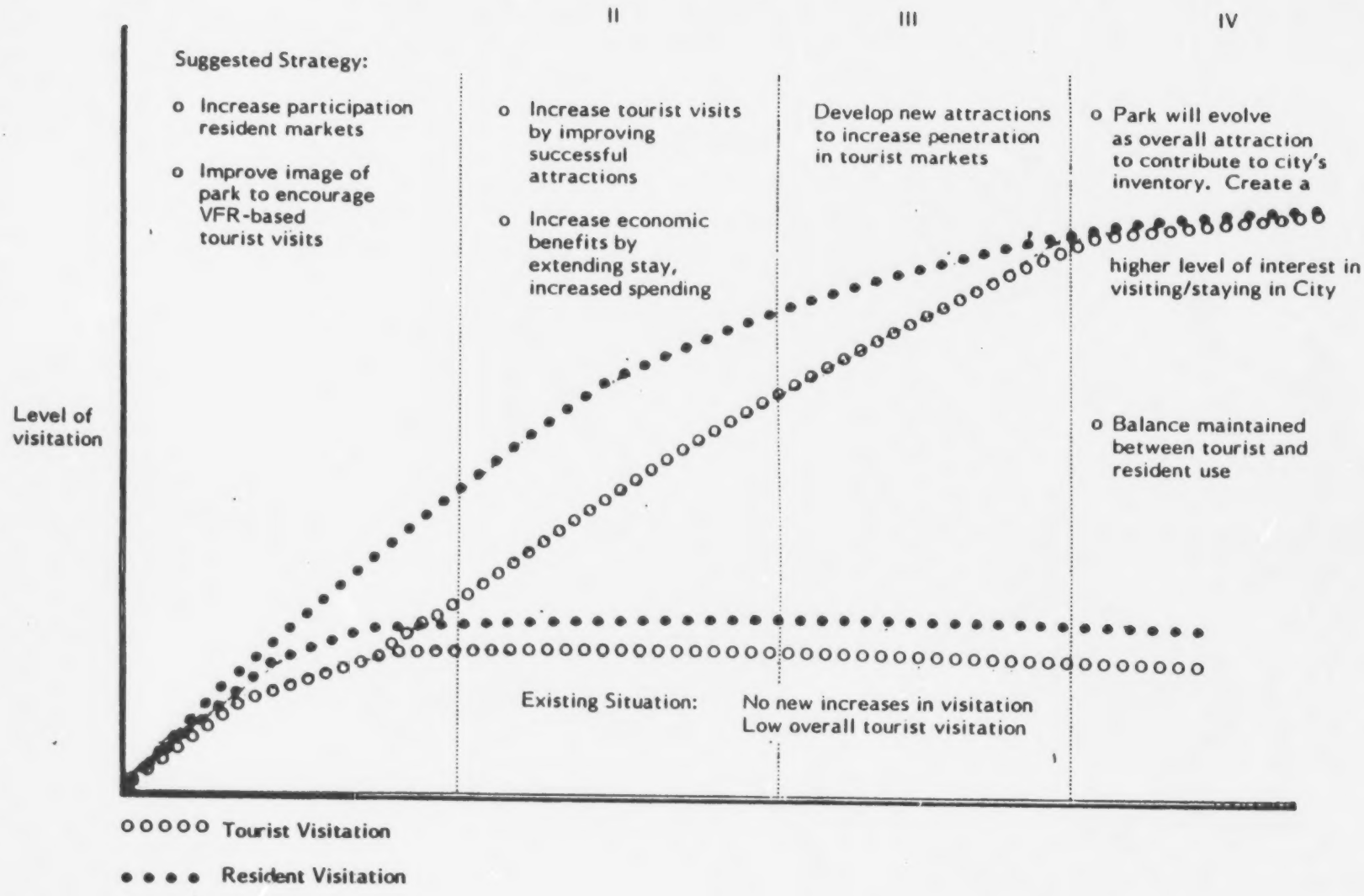
c) Attractions at the park which are presently more successful in attracting tourists (i.e. campground and zoo) are upgraded to encourage higher penetration in the existing city-wide tourist market.

d) Opportunities are created at the park to increase the economic benefits of tourist travel to the park (i.e., extending stay while at park,) increasing expenditures while at park.

e) New attractions are created to again increase penetration in the existing regional tourist market ultimately to result in:

f) Creation of an attraction, the scale and quality of which makes it a strong contributor to the overall "inventory" of things to see and do while in Saint

FIG.3.1 MARKET DEVELOPMENT STRATEGY FOR ROCKWOOD PARK


II
III
IV
Suggested Strategy:
o Increase participation resident markets
o Improve image of park to encourage VFR-based tourist visits
o Increase tourist visits by improving successful attractions
o Increase economic benefits by extending stay, increased spending
Develop new attractions to increase penetration in tourist markets
o Park will evolve as overall attraction to contribute to city's inventory. Create a higher level of interest in visiting/staying in City
o Balance maintained between tourist and resident use
Level of visitation
Existing Situation: No new increases in visitation
Low overall tourist visitation
ooooo Tourist Visitation
• • • • Resident Visitation

John. This will extend length of stay and in the long term, make Saint John a more desirable destination to visit.

As an analogy, Stanley Park was not created as a tourist attraction, yet it remains a key component in the tourist's image of Vancouver. It is an attraction, as is the Vancouver Aquarium and Granville Island Market. Yet it too relies on a balance between residents and tourist use and VFR-based traffic to be successful. Alone, Stanley Park, would not be a viable tourist attraction, but taken together with the wide inventory of many things to see in the City, it extends stay, generates economic benefits and above all creates a positive image of the City in the wider marketplace. This is what Rockwood Park must do if it is to successfully augment the already strong efforts of the City and Province in attracting higher levels of tourist visitation.

3.4 Development Opportunities Considered in the Plan

3.4.1. - Development Opportunities

Twelve major development opportunities were identified as an outcome of the planning process which was followed for this study, opportunities which fit into this overall development strategy of building on the park's existing strengths first and adding new attractions later.

The various methods utilized to narrow down to these projects included matching resource products with market interests. This and other methods are detailed in the background report. These opportunities, listed below and detailed further in the master plan, were seen to reflect the needs and interest of resident markets, were suitable to the park's character and resource base and taken together, create a strong enough overall "package" at the park to attract tourist populations.

The development opportunities which are not listed in order of priority, but which were considered appropriate for the park and detailed in the Master Plan are the following:

1. **General Park Upgrading and Enhancement**
2. **Horticultural Gardens**
3. **Heritage Amusement village**

4. Atlantic Canada Zoological Attraction
5. Equestrian Centre
6. Winter Activity Centre
7. Restaurant/Food Concession
8. Amphitheatre
9. Interpretive Educational Centre
10. Group Camping Centre
11. Destination Campground
12. Indoor Games Complex

3.4.2 - Market Potential of Development Opportunities

In order to gain an understanding of the overall market potential of the development plan and its component projects, it is necessary to make some quantifiable projections.

We assumed that the following is undertaken:

a) General park upgrading.
b) Improvement/redevelopment of the campground and zoo.
c) Creation of significant new attractions in the park.
d) Ongoing promotion and programming occurs at these components.

Recognizing that there are inherent limitations to these projects, it was estimated that total visitation could increase from a presently static level of 250,000 visits upwards to 1¼ M visits. This represents an increase in penetration from 5% to 14% in resident markets and from 4% to 30% in tourist markets.

In both resident and tourist projections it is abundantly clear that increased penetration is indeed achievable given the recommended developments and improvements. Table 3.3 summaries this potential in simplified terms.

These projection estimates provided the basis for financial work undertaken on key projects in the master plan.

3.5 Park Development Concept

The master plan must result in a park concept which is attractive to both residents and tourists, while it maintains a balance between the preservation of key

TABLE 3.3

DEVELOPMENT PLAN POTENTIAL

	PRESENT VISITATION			ACHIEVABLE VISITATION	
Present Activity	**Resident**	**Tourist**	**Future Activity**	**Resident**	**Tourist**
Campground	-	23,746	Destination Campground	-	32,800
Zoo	15,575	16,328	Provincial Zoological Attraction	56,130	58-78,000
	-	-	Provincial Horticultural Attraction	56,130	58-78,000
	-	-	Amphitheatre	60,960	37,000
	-	-	Indoor Games Complex	31,710	57,000
Equestrian Activities	-	-	Equestrian Centre	10,836	10,900
Winter Activities	9,000	-	Winter Activity Centre	48,500	-
Consessions	18,850	-	Heritage Attraction	36,120	26,040
	-	-	Bicycling Activities	87,540	10,900 (rentals)
Other Activities	163,075	3,426	Other Activities	409,624	157,760
TOTAL USE	206,500	43,500		797,550	488,400
	250,000			1.28 M	

Results

- Increase penetration from 5% to 14% in resident markets.
- Increase penetration from 4% to 30% in tourist markets.
- Increase use of park to 5 times its present level.

natural/wilderness areas and development zones. Resident pride in the facility must be increased to spinoff into increased VFR-based travel and in turn, create higher general tourist visitation in the long run.

To achieve this, we have presented a package of key projects which have been priorized in the master plan to allow the park to build on its existing strengths and remedy its weaknesses while planning for future new attractions.

These projects indeed illustrate the overall potential of the park to increase its visitation in both resident and tourist markets above its presently low level. Taken together and located effectively in the plan, these developments will assure the park a premiere position on the list of Saint John attractions.

Based on the market analysis and the inherent resources of the park, the key features of the development approach and the associated advantages of these features, are as follows:

1. **The plan focuses activity and physical development into three distinct zones - a conservation/wilderness zone, a cultural/recreational zone and a heritage zone.**

    - Each zone has its own designated use,an associated level of development and management guidelines which will ensure the long term integrity of the resource.

    - Maintenance can be concentrated in key use areas rather than ineffectually diffused throughout the park. A key concern of both existing and future markets is the quality of the park and therefore improved maintenance of visitor zones is critical.

    - A large wilderness/conservation zone assures the preservation of the park's natural features and encourages "wilderness" activities, despite the fact the park is in the city itself.

    - The second largest zone is a cultural/recreation zone which unifies the park's principal day use areas through improved connections.

    - A heritage zone is created which builds upon the unique park history of Rockwood and will appeal to both residents and tourists.

2. **Visitor activity is concentrated in the Lily and Fisher Lakes areas.**

   - In addition to increasing operational efficiency, this concentration will assist in creating a higher level of critical mass of activity in the park and provide many alternative recreational opportunities to attract both resident and tourists to this very attractive portion of the park.

3. **Vehicular and pedestrian circulation, parking and access is improved in the plan.**

   - Local walk-in markets as well as drive in markets will be encouraged to visit and stop at key activity areas in the park. This will not only improve the viability of attractions which are not highly visible at present, but further will improve security within the park by increased usage.

4. **The plan builds on the existing strengths of the park - the campground and the zoo.**

   - In addition to creating new attractions, it is important to strengthen the appeal of successful attractions in the park. This will not only improve the viability of these attractions but, very importantly, improve the image of the park in the marketplace.

   - The campground is a primary stopover for visitors to the area. By improving the facilities and services to better satisfy the needs of a growing recreational vehicle market, the campground will provide a good base for visitors in the city and improve the city's image to this market.

   - The zoo, while presently popular with both residents and tourists, has strong potential to become a major regional attraction in the city.

5. **The creation of a heritage zone in the park builds upon the unique features of the park's past to create a strong theme for park development.**

   - Heritage and nostalgia have broad and growing appeal in tourist markets. The heritage approach gives opportunities to theme a variety of different activities and attractions together to create an overall image for a portion of park.

- This theme area, if highly maintained and well marketed, will function as a showpiece for the city, and as is the case with many other urban parks in Canada and the United States.

The next section of this document is the master plan itself. It is preceded by a summary of the planning principles which were created for the project as an outcome of the background work and is further focused by way of development zones.

PARK MASTER PLAN

4.0 PARK MASTER PLAN

The Master Plan is organized in the following manner:

- **Park Planning Principles are Established.** These principles focus the range of development options which are considered feasible for a park of Rockwood Park's stature. The principles also reflect this study's terms of reference with respect to tourism development.

- **Rockwood Park is then Divided into Development Zones.** The park is zoned in order to provide a focus and orientation as to how various parts of the park are to be managed. These zones are also used to locate the specific development opportunities which our market research has identified.

- **The Master Plan Outlines Specific Short Term and Long Term Improvements to Rockwood Park,** as well as methods of enhancing and upgrading the park's resources.

  It is outlined under the following subsections:

  - **Park Zones, Appropriate Development and Improvements**
  - **Management and Operations**
  - **Marketing and Promotion**
  - **Phase I Priorities**
  - **Costs and Implementation**

PARK PLANNING PRINCIPLES

4.1 Park Planning Principles

Before establishing a focus and orientation for Rockwood Park through the use of park zoning, **the overall philosophy of what the park is and what its role should be in the community must be firmly established.** The following is an overview of the guiding planning principles which Rockwood Park's master plan must reflect, as an outcome of the market, resources, competitive analyses and public input in this regard.

1. Protection and Preservation of the Natural and Historical Character of the Park

The park has a legacy which must be maintained and, if possible, showcased as part of the plan. The natural and historic character of the park must be maintained and only include activities which can be realistically supported by the environment and which are appropriate to the park's setting.

2. Public Enjoyment

For the public to enjoy Rockwood Park the facilities and services offered must meet the market demands of residents and tourists in a **a balanced fashion,** not at the expense of one another. Issues such as safety and vandalism must be considered and the continual enjoyment of the park by Saint John residents ensured.

3. Market Compatibility

The park should be for the use of residents and tourists alike and must meet their needs both now and in the future. The plan must be reflective of market and demographic trends so that the park does not become "dated". Park attractions must have appeal to resident populations, who provide stability, extended seasonality, repeat visitation, and Visiting Friends and Relatives based traffic as well as appeal to the city's tourist market to create associated economic and image benefits.

4. Retention of Aesthetic Values

The park must maintain its aesthetic integrity despite development. Furthermore, developments should provide the opportunity for architectural beauty in both form and detail.

Public concerns of maintenance and cleanliness of the park must be addressed so that public recreation can be enjoyed in a clean, family setting appropriate to a park of this stature.

5. Cost Effectiveness

The master plan must consider the extent of capital investment which is required and the potential for private sector investment. The development must be financially feasible and, if increased tax support is required, must be of proven value to the community.

6. Provision of Economic and Tourism Benefits

The master plan should promote economic benefits to the City and further provide some level of contribution to the regional and provincial tourism plant. Economic benefits will accrue by extending the length of stay at the park, encouraging expenditures and, by encouraging tourists presently coming to the city but who are not visiting the park, to include it on their travel itinerary, thus increasing their length of stay in Saint John.

7. Consideration of Competing Opportunities

The park should provide unique opportunities for leisure and tourism visitation--opportunities which are not available elsewhere in the city or ideally elsewhere in the province. The park should not draw away from other attractions in the city but rather add to the critical mass of activity already part present in Saint John to encourage (extended) tourism visitation.

8. Increased Operational Efficiency

The master plan and its development projects should be manageable and further increase the efficiency of the operation over present levels. The expertise required to operate the park and its components must be considered with respect to maintenance, marketing and financial factors. Management must be able to support and direct the projects in an effective manner.

PARK DEVELOPMENT ZONES

4.2 Park Development Zones

The establishment of development zones for Rockwood Park is part of the master planning process. It is used to establish objectives and management policies for specific areas and their inherent resources. It also sets limits as to the type and intensity of development.

Effective zoning also over time strengthens the awareness of both the resident and non-resident as to the park's attributes and recreational opportunities. By developing the park with a particular focus it will strengthen the visitor experience, as non-compatible development will not be allowed in certain zones of the park. Conversely in the future, compatible development schemes will be incorporated, further enhancing a "sense of place" for the park. A strong park identity will also allow the park to be marketed to tourists with a particular focus.

Three zones for Rockwood Park are recommended.

1. Conservation and Wilderness Zone
2. Recreation and Cultural Zone
3. Heritage Zone

Figure 4.1 conceptually illustrates these master planning directions.

This illustration indicates the appropriate zones in which the potential development initiatives could occur.

It helps to place appropriate developments in appropriate development zones and identifies where development initiatives overlap. As the diagram illustrates, the Destination Campground, general park enhancement and the Development of a Zoological Attraction are appropriate to all park zones, further establishing them as priority items and, therefore, they are included in as Phase I priorities.

4.2.1 - Zoning and the Park Master Planning Process

The zones are used as a basis of the park master plan. Both short term, and long term development initiatives are located in the zone which is appropriate to the intended development.

The intent of each development zone is briefly outlined below and each is detailed further in the next section.

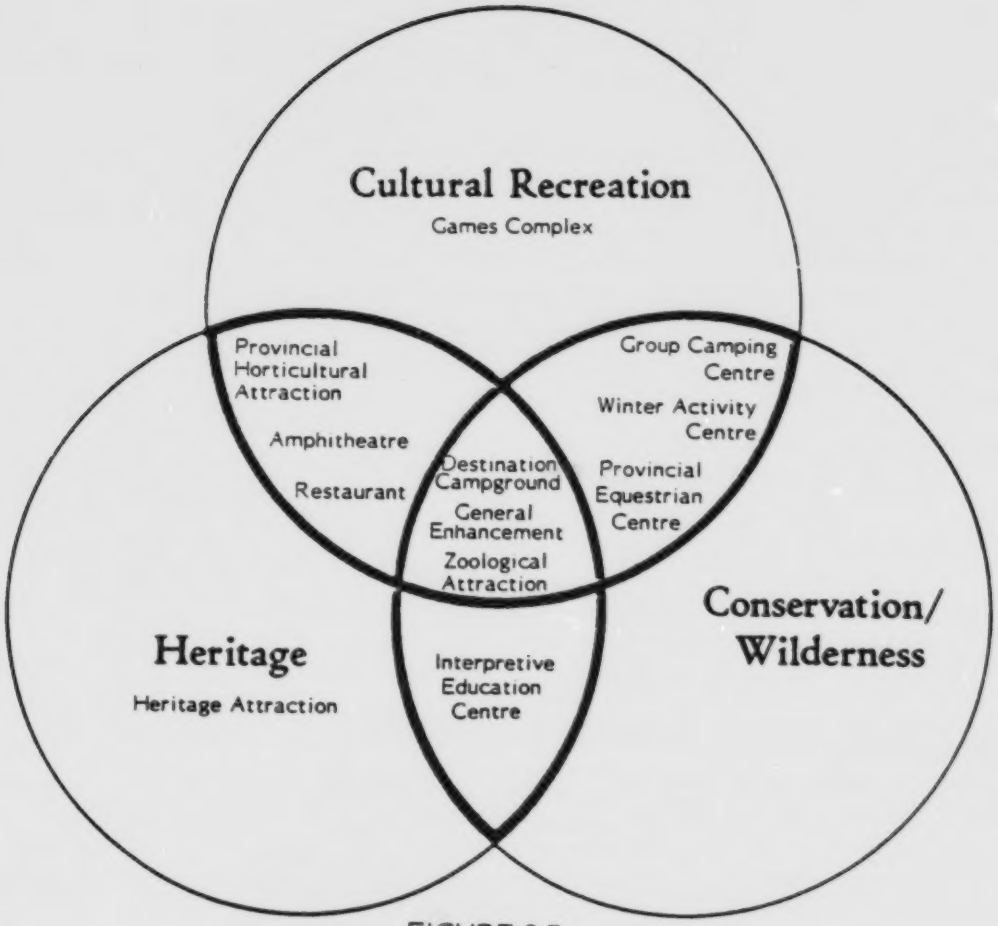


FIGURE 2.7

Conservation and Wilderness Zone

As a conservation/wilderness area, the majority of the park would only allow developments that are complementary to a wilderness experience - i.e. hiking trails, walking trails, group camping, fishing, etc. Retention of an undeveloped area was seen to be very important to park users to maintain the park's natural integrity and to allow city residents to have some "wilderness in the city" to escape to.

Recreation and Cultural Zone

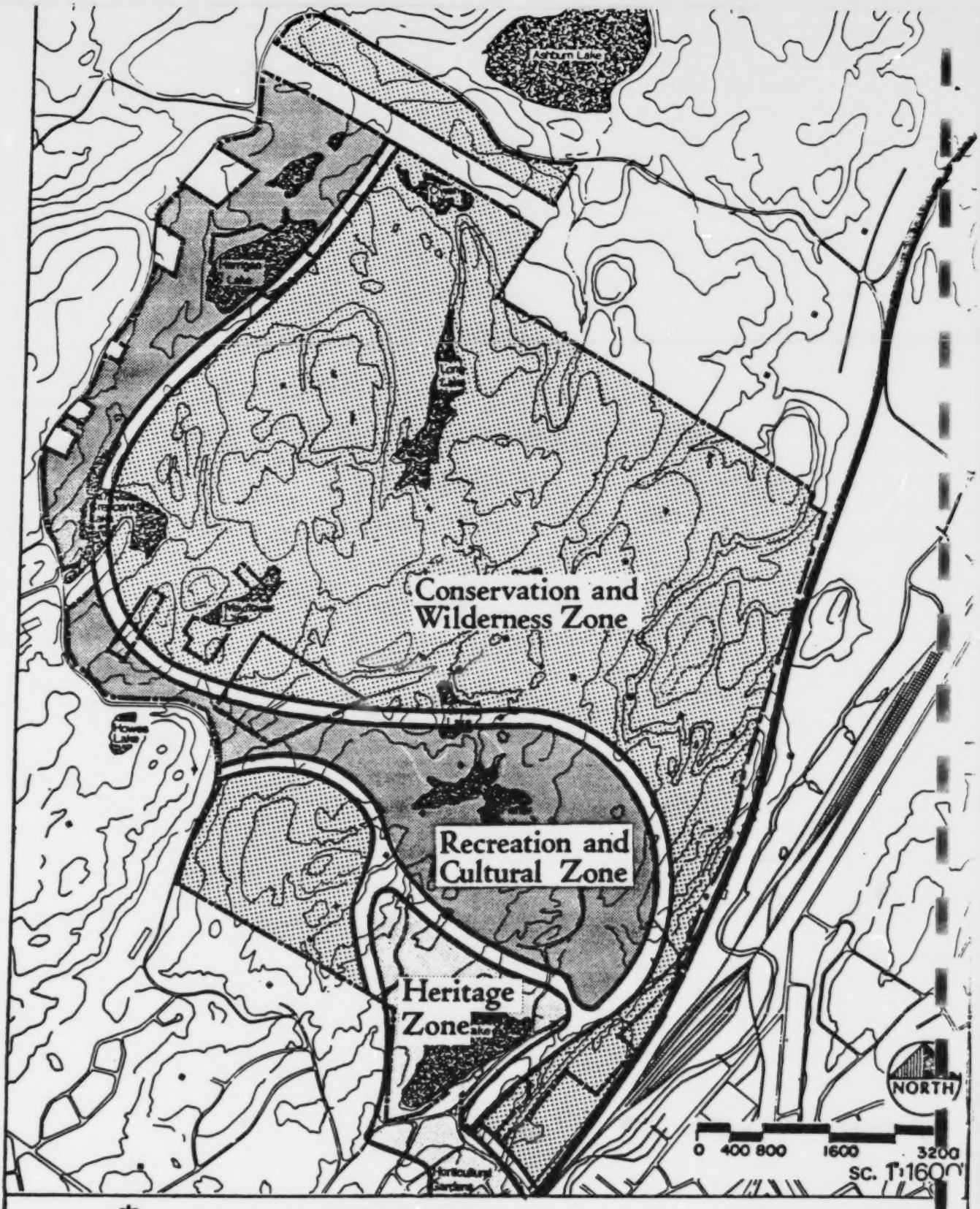
The focus of this park zone is to use the park primarily as a recreational and cultural center. In addition to continuing with the present recreational activities of swimming and hiking, the park would focus its efforts towards the development of the new initiatives which focus on both active and passive recreation. High levels of recreational activities associated with the golf course, driving range and the Fisher Lakes area provide diversity of recreational experience in this zone. This zone and its development will appeal to both resident and tourist populations.

Heritage Zone

This small zone would allow the development of opportunities in Rockwood Park which reflect a heritage theme reminiscent of the original Downing Vaux model - a "Picturesque Park and Pleasure Ground" which would have the strongest appeal to tourist segments. This zone of the park would reflect those activities and architectural features which once existed in the park.

Figure 4.2 identifies the physical boundaries of the zones. The location of each zone reflects existing recreational facilities and use, biophysical resources, market interest and user demand.

In conclusion, with effective zoning of the park and distribution of opportunities in appropriate locations, the intent of the plan is to achieve a balance of use between residents and tourists while adhering to the planning principles established earlier.



CITY OF SAINT JOHN, N.B.

ROCKWOOD PARK

Planning and Feasibility Study

Zone Boundaries

Fig. 4.2

PARK ZONES AND APPROPRIATE DEVELOPMENT AND IMPROVEMENTS

4.3 Park Zones, Appropriate Development and Improvements.

The primary elements of this section of the Master Plan include: the purpose of the various park zones; appropriate short term and long term developments which are to be located in the respective zone; management policies for the zone; resource management objectives; recommendations for existing facilities; linkage and transportation improvements.

In this section Phase I developments are only highlighted while more description is given to the longer term priorities. Phase I priorities are detailed later in more specific terms in Section 4.6. Cost for developments are summarized after each description and appear in greater detail in Section 4.7.

4.3.1 - Conservation/Wilderness Zone

4.3.1.1 - Description

This first zone constitutes the parks largest area, being approximately 1500 acres in size. Figure 4.3 indicates the areas which are to be designated as conservation zones.

This zone has been established to retain the integrity of Rockwood Park's natural resources for which the public showed strong concern. Minimum development will occur in this area. The integrity and pristine quality of the park's internal lakes will be preserved under this zone.

Activities which would be encouraged include hiking and orienteering, interpretive walks, canoeing, fishing and cycling.

This zone would not be targeted toward tourist use, although it may attract some low level of use from this population. Tourists will not come to Rockwood to experience wilderness given the other significant park spaces available elsewhere in the region. It will primarily function as a wilderness space for City residents, space which will increasingly gain in value and significance as the City continues to expand.

4.3.1.2 - Appropriate Development

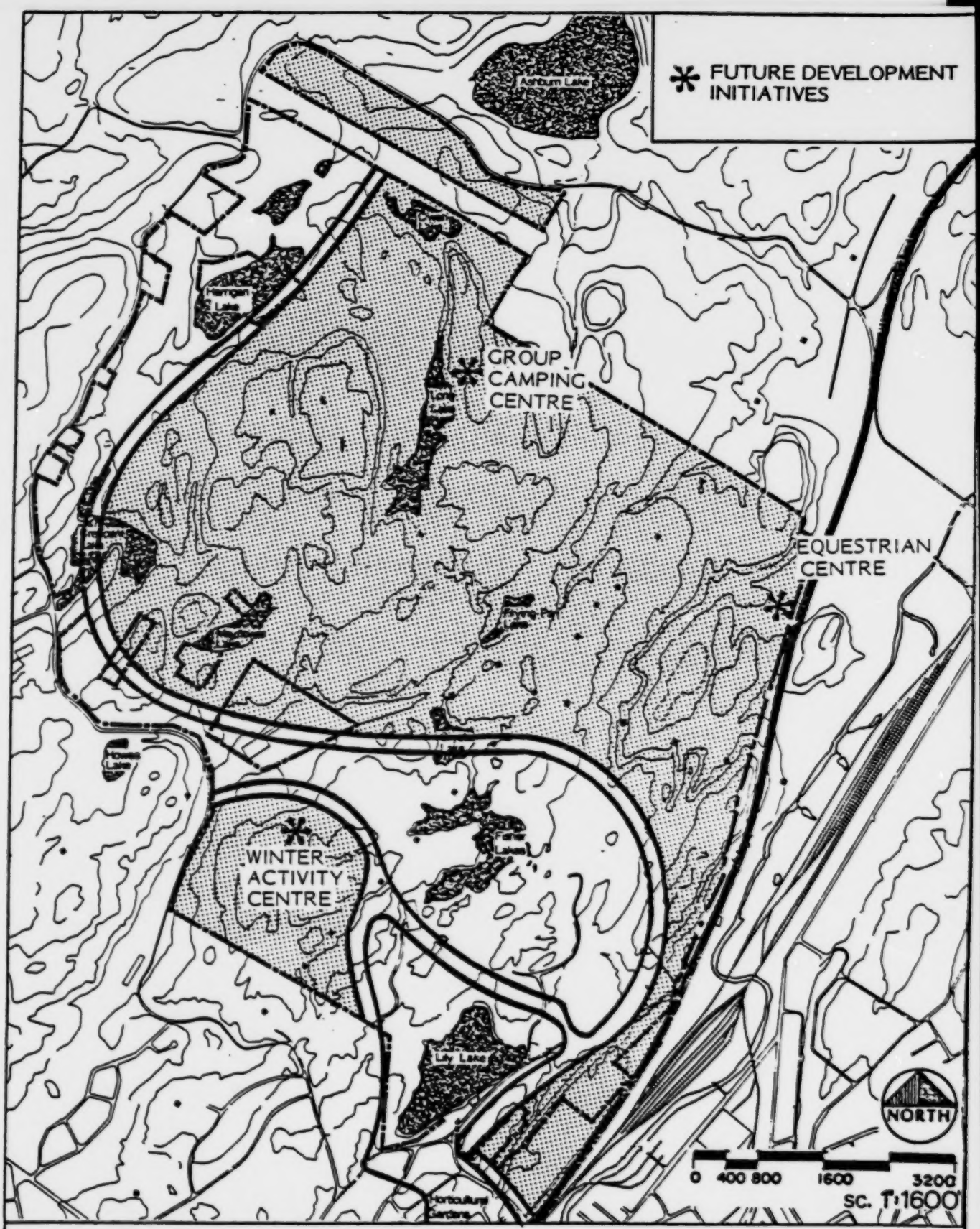
Since this is primarily a conservation zone, only limited development will be allowed to occur. No priority developments were identified for this zone other than trail construction, one major trail being the construction of the zoo trail. In the future however (5-25 years), the following facilities could be constructed:

- Group Camping Centre
- Winter Activity Centre
- Equestrian Centre

- ***Group Camping Centre***

  Description and Rationale

  A walk-in group camping area will be located along the shores of Long Lake. Service to the area would be by all-terrain park vehicles.



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Conservation and Wilderness Zone

Fig. 4.3

Primitive unserviced tent and frame structures would constitute the principle structures.

The importance of this development initiative is in its service to local community groups - i.e., youth groups, nature groups and local school use who showed intereset in having use of such a facility. This facility would have little appeal to tourists.

Components

- Tent and cabin accommodation for winter/summer camping in bunk style.
- Main lodge containing kitchen and common room.
- Associated support amenities - i.e. washroom, fireplaces.
- Extensive opportunities for group recreational and natural environment learning activities - i.e. swimming, hiking.

Costs

- $55,000 - Public Sector

Winter Activity Centre

Description and Rationale

In the future, the existing ski hill will accommodate the redevelopment of an alpine and cross country skiing recreation area. This development will require a new winterized base lodge (2,000 ft.^{2}) snowmaking equipment, and a groomer.

This facility will create a social and activity space for winter recreational activities which is presently lacking in the City. It will service local special interest groups - i.e. school groups and families - and act as a feeder hill to larger ski areas in the province. It would have little appeal to the tourist markets. Market and climate analysis, detailed in the background report indicate that this would be a viable local facility if snowmaking were established.

Components

- Reactivation of alpine ski hill.

- Linkages to cross country trails.
- Toboggan runs.
- Winterized building for social activities, events, dryland training.
- May be utilized as summer day camp area.

Costs

- $245,000 to $265,000. Public project which may involve Private Sector in terms of concession operations - i.e. food/beverage, ski rentals/lessons.

Equestrian Centre

Description and Rationale

Private interests will be allowed to develop an equestrian facility in the northeast portion of the park. A barn, stables, paddocks, indoor and outdoor rings as well as trail development will be part of this complex.

There was support from the public for equestrian activities to continue in the park on a regular basis. This would serve local special interest groups (boarding and training) and the general resident market (lessons and horse rides). In the summer general pleasure travellers and campers could enjoy buggy rides and trail rides which support the heritage theme that will be strongly represented in the park.

Components

- Develop a new facility to include stables, riding and training paddocks, indoor/outdoor rings and upgraded trail system in park for guided and self guided use.
- Programming to feature lessons, trail rides, sleigh/buggy rides, special events to provide recreational services to resident and tourist markets.

Costs

- $590,000 - Private Sector.

4.3.1.3 - Management Policies for Conservation/Wilderness Zone

- Activity areas will be dispersed rather than concentrated. Associated access will be located at the periphery of the zone with adequate buffer space being provided.

- Facilities shall be small in scale, rustic and provide for a semi-wilderness experience.

All of the facilities with the exception of the equestrian centre require limited access and are relatively low density in nature.

The focus of all development within this management zone is on preserving and observing the park in its natural setting.

4.3.1.4 - Resource Management

It is important that an understanding of the park's physical environment, vegetation and wildlife be gained in order to wisely manage the park's resources. As noted in the Natural Resource Section very little inventory or analysis of park resources is currently available. Key recommendations relating to resource management are:

- That a survey of the park's soils, flora and fauna be undertaken, with the objective of developing a forest and wildlife management plan.

- As noted in the management policies, this zone's purpose is to preserve a portion of the park in its natural state. Therefore pending the resource management study, only limited clearing of brush and dead trees will be permitted to allow for walking and equestrian trails.

- No further intrusion of utility lines and roads through this zone will be permitted in the future.

- As a minimum, future wilderness trails should be 2 metres (6') in width and have level gravel surfacing. Underbrush is to be cleared for 3 m on either side of future trails.

4.1.3.5 - Existing Facilities Recommendations

The only facility located in this zone is the ski hill, use of which was discontinued pending a review of capital and operating costs.

Since the redevelopment of the ski hill is not a short term priority, the existing structures may be relocated to the Group Camping area, the Equestrian Centre or possibly the Zoo.

In the future if redevelopment of the ski hill occurs (i.e. Winter Activity Centre), this zone will be managed under the policies outlined for the Recreation and Cultural zone.

4.1.3.6 - Linkage and Transportation Improvements

Since this zone is a non-motorized portion of the park the linkage and transportation improvements will continue to focus on trail development.

The priority trail development (as outlined in the Phase I Priorities) is the upgrading of the trial from Fisher Lake to the Cherry Brook Zoo, commonly referred to as the Zoo trail.

Equestrian trails will utilize the existing equestrian trail network (now overgrown) and will not conflict with the major pedestrian walks (i.e. the Zoo, and Sandy Point Road trails).

During the winter important trails such as the Zoo trail should be used for cross country skiing and the purchase of a tracksetter will be necessary.

4.3.2 - Recreation and Culture Zone

4.3.2.1 - Description

The purpose of this zone, shown on Figure 4.4, is to meet the cultural and recreation needs of residents and visitors to Rockwood Park. It is obvious from this study that to appeal to residents, their visiting friends and relatives and general tourist populations, that key activity areas such as this zone should be well maintained. By concentrating a higher level of developments and associated activity in this area, the park will become more of a "people place". It was also obvious from our background work that walk-in residents, despite their proximity to this large park space do not utilize the park. Therefore, the location and development of trails in this zone will be such as to encourage local walk-in markets to use the park more often on a year-round basis.

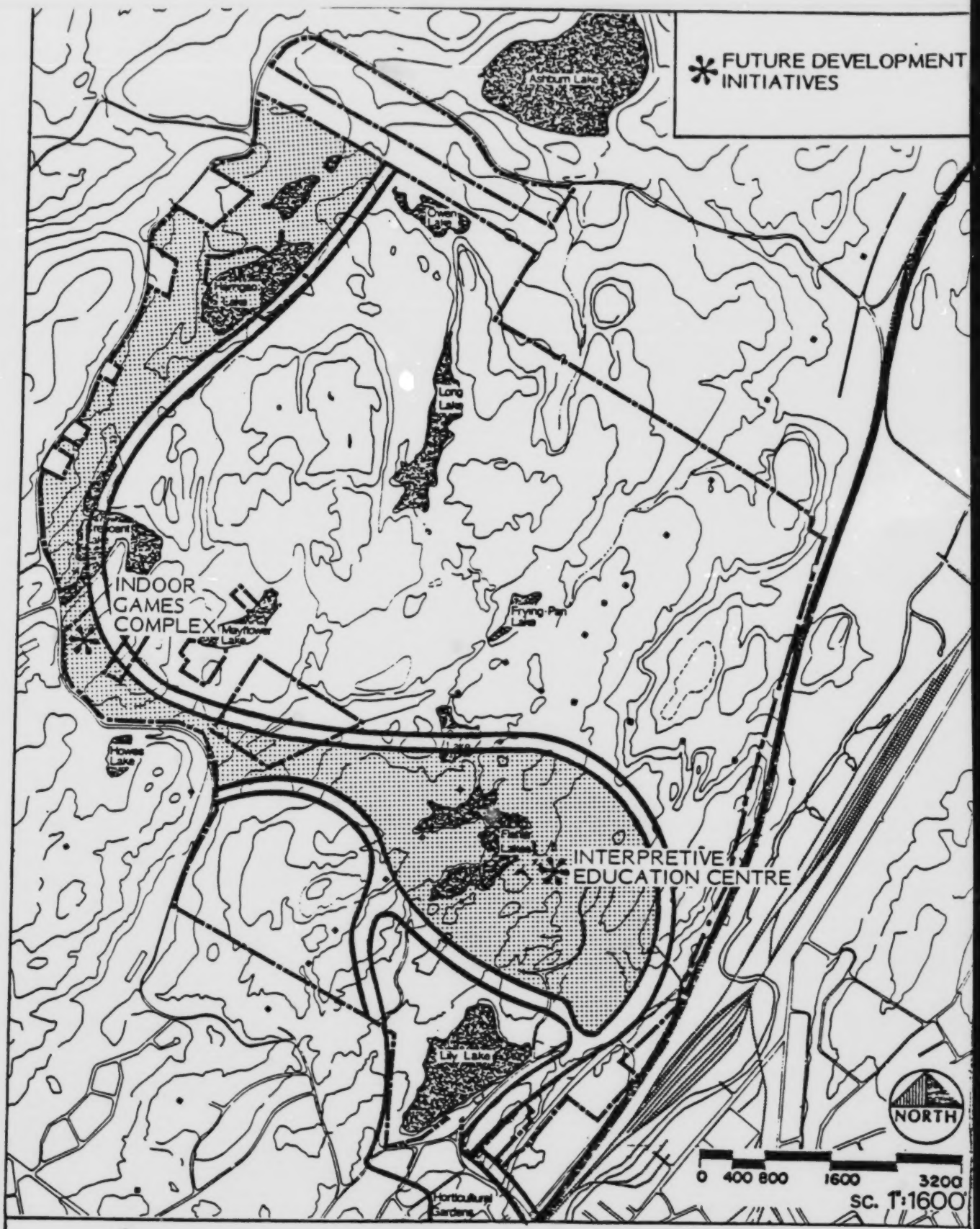
The natural resources of the park in this zone will be improved and enhanced to create a more "park-like," manicured appearance. Support facilities will be visitor-oriented in that the park will be developed, managed and programmed with visitor pleasure and enjoyment in mind. The zone is primarily comprised of the Fisher Lakes area and the golf course. Trail and woodlot clearing along Sandy Point Road will help to visually identify this zone and recreational walking and cycling will provide the activity focus. Recreational activities includes walking and cycling, pleasure driving, swimming. This zone is the location for many of the short term priority developments of the Master Plan.

4.3.2.2 - Appropriate Development

The southeastern Fisher Lakes area is the priority development area of the park. This area along with Lily Lake will receive major road development as well as upgrading of existing facilities.

These Phase I priorities detailed in Section 4.6 are:

- Creation of a Destination Campground, through upgrading of the existing campground facility.
- Relocation of the Cherry Brook Zoo to the Eastern Fisher Lakes Area
- Construction Of a Park Loop Road



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Planning and Feasibility Study

Recreation and Cultural Zone

Fig.4.4

Other than the short term priorities for this zone, long term development is also suitable for the following long term initiatives.

- ***Interpretive Education Centre*** (see Atlantic Canada Zoological Attraction).

  Description and Rationale

  Developed as part of the zoo complex, this facility would be a participatory visitor centre focussing on the natural resources of the park. It could share common infrastructure with the zoo yet be accessed from outside the zoo boundary or alternately it could be built as a separate building structure on its own.

  This facility would be used by local markets such as school groups and special interest groups who showed interest in having interpretive facilities in the park. Some tourists (i.e. bus tours and campers) may also have interest in using this facility to gain a greater understanding of the park and region they are visiting.

  Components

  - Participatory and display exhibits relating to flora and fauna in park and greater New Brunswick landscape; may relate to historical resources of park.
  - Visitor information centre
  - Park administration office may be located at this facility.

  Costs

  - $200,000 to $290,000 - Public Sector. Higher cost relects separate development rather than associated with zoo.

- ***Indoor Games Complex***

  Description and Rationale

  A games complex would be an ideal private sector initiative which seasonally could potentially be as popular as the golf course and driving range. It will appeal to all age groups in local markets on a year-round

basis with some interest coming from camping and conference markets as well as pleasure travel markets.

Components

This facility is to include more active indoor components such as:

- an indoor batting cage
- an indoor golf facility
- an indoor tennis facility

The most suitable location for this facility is the meadow just south of Crescent Lake. This site is large enough to also accommodate outdoor recreational facilities such as soccer or baseball. It's location, adjacent to the golf course and driving range, adds to the "critical mass" of recreational attractions in this area hence helping to increase its viability.

Costs

- $1.9 M - Private Sector.

4.3.2.3 - Management Policies

- This zone will be accessed readily through both motorized and non-motorized means.
- Trail development shall be extensive and provide for a wide range of visitor experiences including park promenades, informal walks and bicycle trails.
- Play fields, playgrounds picnic areas and other recreational support facilities shall be provided and relate to the population which they are to serve. For example, playground: informal scrub fields will be located in the park to service adjacent resident populations (i.e. Millidgeville) while soccer fields, tennis courts, ball diamonds will service the entire Saint John community.
- This zone shall be highly maintained with groomed trails.
- Programming will be encouraged within this zone to elevate the level of interest and activity to make it a place to enjoy on a regular basis.

4.3.2.4 - Resource Management

- This zone of the park should appear manicured and more open then at present. To do this the extent and number of grassed areas should be increased. Grassed lawn areas should be the major visual impression along Sandy Point Road and for the majority of the Fisher Lakes area.

- Treed areas, with an open floor should be the other major landscape treatment for this area. This will involve clearing all dead trees and other debris from the forest floor. All existing trees should be trimmed to a height of 8' to allow visual penetration into the woodlot. This trimming will occur along all major trails and day use areas.

4.3.2.5 - Existing Facility Recommendations

- This zone includes the majority of the existing recreational facilities in the park. Therefore, each facility is described separately:

  - ***Existing Cherry Brook Zoo Site***

    If the zoo and its buildings are relocated to the Fisher Lake area as per this plan (Section 4.6), it is recommended that the woodlot area of the zoo be modified to accommodate picnic site development. The focus should be around the north Harrigan Lake area. This site would also be an ideal staging area for cross country skiing in addition to the winter activity centre and the golf course area.

  - ***Golf Course***

    The golf course is presently implementing its own development schedule. Once the course is finished its expansion to 18 holes, there are some additional works which should be considered given its present and projected continued popularity with both residents and tourist populations.

    1. The existing Club house should be architecturally upgraded to enhance its appearance. An expansion to the restaurant is also recommended.

    2. The entrance, area parking lot area, and Sandy Point Road frontage along the golf course should all be landscaped. Signing should also be

improved as it is presently inconsistent and confusing to tourists in the area.

3. Accommodation for power carts should be considered in the long term.

4. Once 18 holes are developed, there should be a reservation policy established for the golf course.

5. Pricing should also be increased once expansion is completed, the rate becoming more comparable to other golf courses in the Saint John area.

6. In the long term, to accommodate the needs of a golf pro, a practice fairway should be constructed.

- *Aquatic Driving Range*

Presently the existing driving range is a unique and extremely popular activity occuring in the park. Since many residents wait to use the facility and it has appeal to tourist populations it is recommended that the facility be expanded to accommodate a second storey.

With expansion, the structure should be architecturally designed to improve its visual appearance.

Co-ordinated signage with other park signs should also be undertaken to ensure that patrons realize this facility is part of Rockwood Park. The present sign will have to be removed to accommodate this change.

- *Fisher Lake Canteen*

The existing canteen will be continued to be leased to private concessionaires and upgraded as required.

4.3.2.6 - Linkages and Transportation/Improvements

- With the completion of the Loop Road and Crown Street reconstruction as recommended in Phase I priorities (Section 4.6), the major effort in long term

master plan is towards trail development, to increase access, utilization and visibility of the park to both residents and tourists.

- ***Sandy Point Road Bicycle Trail***

  A priority of the plan is to develop a Sandy Point Road bicycle trail which will connect the park's northern and western areas (and the Millidgeville Community) to the Fisher and Lily Lake area. This trail is to be constructed in asphalt to have a width of 2.4 metres. Gradients should attempt to remain less than 10%, however 30% will be allowed for short distances. Portions of this trail will have to be constructed along the side of the roadway.

  The Zoo trail will also be upgraded to a bicycle trail standard, therefore creating a loop trail through the park.

- ***Trail Head Construction***

  Trail heads along the park's periphery are to be constructed. Each trail head should accommodate space for ten autos, and be signed indicating the trail's length, destination and features.

4.3.3 - Heritage Zone

4.3.3.1 - Description

Portions of the Lily and Fisher Lakes area can provide a range of educational, recreational and programming opportunities based on a heritage theme reminiscent of the original Vaux model of a "picturesque pleasure park". Visitor attractions and facilities within this zone will be architecturally themed in the spirit of the Victorian era. The present swimming, cycling, fishing, boating and walking activities will continue to be encouraged in this zone.

Development of this zone is critical to the park if it is to gain appeal with tourists. The park as it stands today has little to make it "stand out" from other open spaces in the city or the region. By establishing a strong theme which is supported by suitable facility development, it will have appeal as a nostalgic reminder of past times. All tourist groups, pleasure travellers, campers, bus tour markets will be drawn by this heritage theme. It will allow Rockwood Park to gain stature and prestige and will allow marketing programs to be more effective.

As a small zone in an area of high visibility it should be the most well maintained zone - a place where pictures and postcards will be created.

4.3.3.2 - Appropriate Development

The priority development thrust in this zone (detailed in Section 4.6) is concerned with the following:

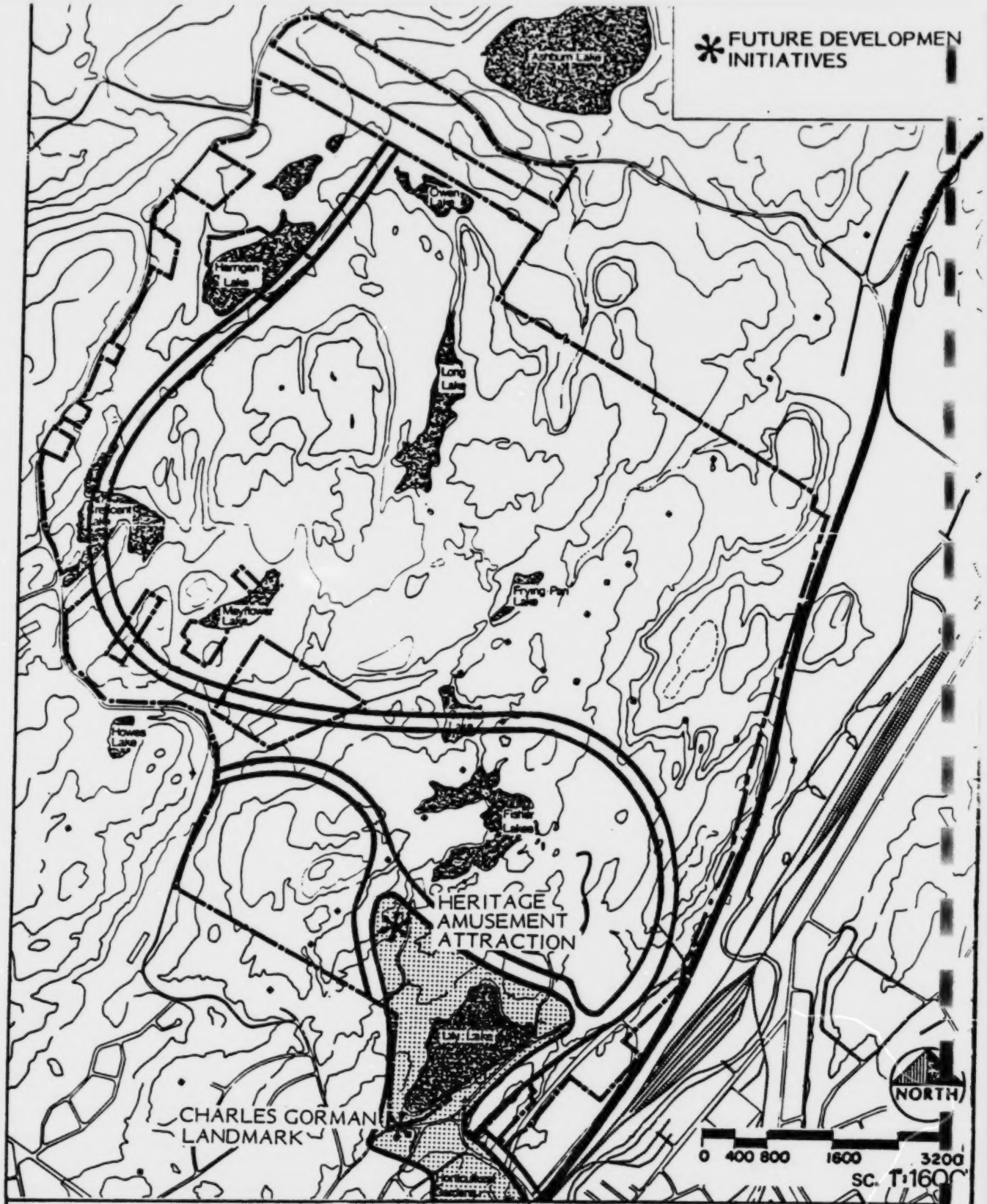
- Renovation of the Lily Lake Pavilion
- Construction of new horticultural gardens in the Park Pond Area and;
- An outdoor amphitheatre.

Other developments over the longer term which will be themed in this manner include:

- ***Heritage Amusement Attraction***

  Description and Rationale

  In the Fisher Lakes development zone there is an opportunity to create a miniature village relating to Loyalist architecture. Amusement rides such as a carousel as well as other amusement activities which are appropriate could be



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Heritage Zone

Fig. 4.5

located here. All features would be designed to create the desired heritage appearance.

The existing mini golf and bumper boat concession should be to themed in this manner. If the waterslide reopens it would also have to be themed.

This development will add an element of active participation of the park, add another attraction to increase the critical mass of activity at the park. It will appeal to tourist markets including bus tours and pleasure travellers.

It will also encourage local visitation to more active components on a repeat basis by youth and regional family populations.

This attraction would improve the present situation of competing and unaesthetically appealing concessions. Themed appropriately with new developments, it will make it a more worthwhile place to stop and visit in the park, while adding to the heritage flavour of this zone.

Components

- May include a miniature village relating to Loyalist architecture or thematic historical and architectural themes relating to park history - i.e. Lily Lake Pavilion.
- To include active components such as carousel, small ferris wheel reminiscent of park heritage.
- To include upgrading of existing amusements to reflect heritage nature.
- Programming to accompany atttraction - i.e. audio/visual, special events.
- Associated retail, food outlets in same theme.

Costs

- $325,000 - Private Sector.

A Charles Gorman Landmark

Description and Rationale

Saint John is fortunate and distinguished among Canadian cities to have such a world renowned citizen associated with it, and more particularly to Lily Lake where Mr. Gorman achieved his world skating status.

A statue sited above the lake at the Lily Lake park entrance would create an appropriate park landmark to support the theme of the area.

Costs

- $30,000 - Public Sector or Private Sponsorship.

4.3.3.3 - Management Policies

The architectural and landscape design for this area must be approached with the idea of achieving a consistent style. Taste and imagination must be used to re-create the aesthetic spirit of Rockwood Park's "pleasure park era."

Maintenance standards for this portion of park must be the highest within the park as this will function as a "showpiece" for the City. This portion of the park should "sparkle". The unique landscape and architectural setting which will be created will not be good enough if the area is dirty or trash is evident.

It is proposed that once the heritage structures, site furnishings and landscaping of the park are established all new development must adhere to the quality and spirit of the era.

Facade and equipment improvements to existing amusements, food concessions and any retail opportunities located in this area should also reflect the theme.

4.3.3.4 - Resource Management

- The cultivated grassed and treed areas of the this area should be developed and maintained to the quality of King Square.

  - ***Landscape Treatment for new Horticultural Gardens, Lily Lake Pavilion, Duck Pond and Belevedere***

    This entry sequence will be the park's most visible area. It therefore should reflect the highest degree of cultivation and be landscaped in a "gardenesque" fashion. This approach to landscaping places a focus on the individual effects of trees, shrubs, ground covers, and is an appropriate landscape treatment for this portion of the park.

A strong entrance will create a point of entry image for tourist populations - i.e. bus tours.

Other portions of this zone which are not as highly cultivated would receive a more modest landscape treatment, but should definitely be more cultivated than they are at present.

4.3.3.5 - Existing Facility Recommendations

The improvements proposed in Phase I to the Lily Lake Pavillion should be a major focus of this area, detailed in Section 4.6.

If the existing Horticultural Gardens are effectively linked to the Lily Lake area through road improvements, the reconstruction of one single glass house should be considered, as the existing green houses are in relatively poor condition.

4.3.3.6 - Linkage and Transportation Improvements

- *Bicycle Trail Construction*

  A trail looping around Lily Lake should be constructed. This trail will also connect Lily Lake with Fisher Lake. Portions of the walk already exist, however, the south western link along Lily Lake is presently missing. At the present time no bicycle paths exist in the city and residents indicated interest in having a place to bicycle. Providing a bicycle trail will increase visitation to the park, encourage day trips to the park by regional residents and encourage spending at various points thorughout the park.

- *Buggy and Sleigh Rides*

  Buggy and sleigh rides, reminiscent of the Victorian era would also be conducted from this area, taking a variety of loops through the park. Horses and equipment would be stored, maintained out of the equestrian centre, located in the wilderness zone.

  This will also allow the private sector opportunity to capitalize on tourist/resident visitors to the park. Equestrian activities on a year-round basis will strengthen the heritage nostalgia theme of the park, appeal to bus tour populations and encourage visitation/spending at various points throughout the park.

MANAGEMENT AND OPERATIONS

4.4 Management and Operations

As previously noted the park presently has three separate jurisdictioned bodies responsible for various portions of the park: the Saint John Recreation and Parks Department, the Saint John Horticultural Association and the Cherry Brook Zoo Inc.

Each group is responsible for the operation and maintenance of their respective lands and facilities.

While these autonomous operations allow individual groups freedom to undertake their own priority projects, there are shortcomings with the present park management, such as a lack of co-ordination in park marketing and programming. This seriously reduces park utilization.

Based on the consultant's analysis of other city parks similar to Rockwood Park (Technical Appendix) and understanding of the individual groups aspirations, the following is recommended.

4.4.1 - Park Superintendent

That the City appoint a park superintendent who would be responsible to the Parks Department Head for management of City responsibilities in Rockwood Park, as well as coordinating with other Park agencies in areas affecting the whole park such as programming and promotion.

4.4.2 - City of Saint John

That the City of Saint John appoint a Special Committee made up of: City Councillors; members of City Recreation and Parks, and Planning Departments; the Saint John Horticultural Association; and Cherry Brook Zoo; to undertake the following tasks within a specified time period.

- Determine ways of improving the management of the Park.
- Review the Terms of Reference and Membership of the various Boards, including the Rockwood Park Advisory Board.

- Determine how to consolidate and revise the structure, functions and activities of the various Boards to accomplish improved park management and the implementation of the Park Plan.

4.4.3 - Cherry Brook Zoo Inc.

This group should continue to operate as an autonomous legal entity within the park. It will be the responsibility of zoo personnel and the park superintendent to program and market the facility as part of Rockwood Park.

If Cherry Brook Zoo changes its focus to the one recommended in this document - i.e. presentation of both indigenous and exotic animals - it should consider renaming itself around the theme of "Atlantic Canada's Major Zoological Attraction" which has stronger appeal to tourist segments.

4.4.4 - Saint John Horticultural Association

There are some key issues concerning the Horticultural Association which should be addressed by the Special Committee. These issues are;

1) The roles of the Horticultural Association as trustees of the Park

2) The management and operation responsibilities of the Horticultural Association with respect to Rockwood Park.

MARKETING AND PROMOTION

4.5 Marketing and Promotion

4.5.1 - Introduction

Rockwood Park is difficult to sell in that it offers a diverse range of experience and images within its boundaries. As such the park must be promoted in two ways:

a) as an single entity, a large municipal park with a variety of interesting things to do/see all year.

b) as individual attractions within the park, each appealing to different markets to different degrees.

As such, the following discussion breaks down promotion and marketing of the park into a general category and then further into promotion and marketing of the individual component features which will make up the park in total.

A critical feature of the marketing program, and a unifying element between the park in total and its component attractions, is the programming of the facility. Programming should be viewed as the primary marketing tool which will be most effective in attracting both resident and tourist markets. Programming allows an attraction to change over time as market demand shifts, it encourages return visitation in resident markets and will likely extend the length of stay of visitors to the City generally and the campground specifically.

At present, the single major detracting feature of the park after its general quality of maintenance is its lack of programming. Programming should be seen as a way to communicate the park and its attributes to the public. Programming animates the raw products, both natural and man-made, to vastly increase the appeal.

Finally programming provides an important ingredient in making the park developable by the private sector, as it illustrates to the potential investor the attractiveness of the location to the public in measurable terms.

4.5.2 - Coordination of Promotional Activities

- Promotion of the park generally should be the responsibility of the park superintendent. This would include the active programming of the park on a year round basis, publicity of park services and facilities.

  In the summer season an activity coordinator would be advisable to ensure for example that campers are informed of activities, and events, etc.

- To effectively communicate to tourist sectors, the City's tourism department should work closely with the superintendent in the promotion and programming of the park. In resident sectors, coordination with the City's communication department is critical.

- Component features such as the zoo, campground, etc., which may be operated by organizations and individuals other than the city must, in addition to marketing their facilities on their own, work closely with the park superintendent to guarantee that their facility is well represented in general promotion and publicity. Special programs and activities generated by the various component attractions in the park must be communicated to the city so that there is no duplication of effort or competition with respect to programs, etc.

Ideally there would be formal promotional meetings established by involved organizations on a seasonal basis, four times per year, as well as a good informal working relationship between all areas. The goal of all involved is to a) create positive experiences for guests and b) to increase visitation to the park.

The various attractions should not be seen to be competitors but rather, valuable components of an overall attraction. Effective communication, for example, will assure that campers know what performances are scheduled at the amphitheatre, the hours of operation of the zoo, etc. Effective communication between component features will increase economic benefits by encouraging greater length of stay and increased spending.

4.5.3 - Target Markets

- The park should focus its marketing/programming on resident markets in the winter and to both resident and tourist markets in the summer.

- Generally in resident markets, targeting should be to regional families, local youth and seniors markets.

In tourist markets, targeting should be toward older adult R.V. camper, tourists staying with local residents, bus tours and, to a lesser degree, conference delegates.

4.5.4 - Image of the Park

- In resident markets the park should be positioned as an exciting, vital place to go to on a regular basis. Its large natural wilderness and the diverse attractions within it make it a unique feature which few City's can compete with. It should be viewed as place where you can take your children to learn about nature, animals, enjoy a variety of outdoor activities and have fun. It is a place for young and old, all year around - nature at your doorstep.

- In tourist markets there are two clear images to project: first that the park features an excellent accommodation base for campers to visit the City from; secondly, the heritage of the park, specifically within the heritage zone, has strong marketing appeal to general tourists and bus tours alike. Animals which are indigenous to Atlantic Canada also have strong appeal to tourist markets in the case of the zoo.

  The wilderness of the park has little appeal to tourist markets and should not be promoted.

4.5.6 - Channels of Distribution/Methods of Promotion

For a facility such as a park, with its various component attractions, key methods of promotion include:

a) **Word of Mouth:** Resident markets will sell the park to their friends, neighbours if they had a pleasant experience in the past. High quality maintenance and programming are critical to the success of the park in this case. It was shown that V.F.R. based tourism accounts for a large percentage of total tourist nights. Again, residents must feel pride in the facility if they are to bring friends, relatives with them.

b) **Brochures:** Brochures for the park were created during the writing of this report. This form of communication is critical for both resident and tourist information.

It should be updated periodically (i.e. every three years), to ensure that information is not outdated.

Special event flyers and enclosures should be included in the brochure by upcoming season - i.e. Autumn in the Park, etc.

A map of the park should be created which illustrates all major attractions, trails, access points, refreshment areas, washrooms, services.

Further, once the heritage zone is firmly established and attractions are in place, a brochure depicting the history of the park, past and present should be created to appeal to tourist and resident markets, to strengthen the image of the park.

c) **Tourist Publications:** As has been done in the past, Rockwood Park should be added to the inventory of things to do and see in the city. Again, consistent with the theme in tourist segments, the park's heritage, the campground and zoo should be promoted. The golf course should be promoted in hotel directories, conference kits as it has higher appeal for conference travellers.

d) **Newspapers:** Given the fact that the Park has broad appeal to regional markets, special events and programs should be promoted both regionally and locally by way of newspaper ads and articles. Ideally publicity for a large scale event should be secured by feature articles rather than through paid advertising. Further, as has been the case during the writing for this report, articles on the history of the park during the summer will raise appeal in tourist and resident markets.

e) **Membership/Associations:** Advertising and membership is critical in the case of the campground of CAA, AAA, etc. as campers often rely on these publications to map out their tour route.

The zoo will require active promotion of the zoological society as a source of fundraising. Membership in the society could for example offer to patrons free admission, newsletters, special programs and benefits, special views of baby animals/new exhibits. The zoological society further can provide an active core of volunteers for guided walks, special events, etc.

f) **Teacher Promotions:** School groups, particularly grades one to six have potential to visit the park. Special efforts should be made to attract this market by way of teacher kits, special invitations, guided tours. In local markets, areas of interest include the zoo, wilderness and nature activities, downhill and cross country skiing lessons. In regional schools areas of interests include urban activities such as the zoo.

Special workshops for teachers to illustrate how the park can be used could be established, sample lesson plans distributed, etc. The zoo has already began work in this area but these efforts should be expanded upon.

g) **Bus Tour Operators:** Once attractions are in place, The City Tourism Department should begin the job of informing operators who are presently visiting the City of the opportunities available at the park. Typically the operator will establish its own agenda/schedule; however, the park superintendent should be involved in assuring that all attractions on the agenda are well prepared in advance and that information on the Park is available.

Other

- A phone in telephone line with a prerecorded message or, in summer season, a personal response should be available to inform prospective visitors of hours of operation, costs, special programs and other information. (i.e. snow depth and weather for all park services including the zoo, golf course.)
- All literature provided for the Park should be located at key visitor entrances, outlets, accommodations, etc.
- Signing within and to the park should be consistent, clear in direction and attractive.

4.5.7 - Programming

Programming should shift with the season, change year after year, or in the case of annual events, build in stature.

General programs and promotions for the park:

- should be wide in range, appeal to a broad cross section of the population with particular focus on regional family populations, local youth and seniors
- should promote the accessibility of the park to the public
- should be a mix of free and ticketed events
- can include special corporately sponsored events such as children's programs, amphitheatre presentations. This is especially possible if the event has broad appeal and a healthy image
- should be centred about the ambience of Lily and Fisher Lakes
- should complement activities elsewhere in the city

Examples include:

- sailing and canoe schools
- fish derbies, fish stocking
- summer camps with a theme - i.e. language, nature, performing arts
- seniors programs - dancing, lectures
- programs for school, youth and seniors' groups, visits to the zoo, nature walks.
- community picnics, barbeques
- local events which will have unique appeal to tourist markets
- nostalgia events, historic walks through the heritage zone
- marathons, walkathons, triathalons

Specific to the Campground

- nature walks, history walks can begin at the campground in the summer.
- evening concerts, other activities in the park should be promoted to campers.
- campfire talks have strong appeal to these markets and could focus on park history, city history, etc.
- special reduced rates can be designed for campers for attractions a) within the park or b) within the city.

- recreational facilities will be provided at the campground, but it is recommended that all programming is done by the city within the park.

Specific to the Zoo

- special talks and walks could be promoted in the summer season, themed around select animals, zoo babies, etc. The volunteer base provided by the zoo society should provide the manpower for this activity.
- interpretive activities would increase signposted trails, leaflets, special exhibits.
- school extension programs should be expanded. This would be made possible with an indoor interpretive facility.
- fundraising events and campaigns could include fairs, carnivals, animal photo contests, adopt an animal programs etc.

Other activities centered about the other components of the park include:

- **Ski Hill:**
  - approaching local schools for block lessons, dry land training
  - adult/senior lessons on midweek evenings, weekends
  - establishing a travelling ski club with the local facility as a base of operations
- **Lily Lake Pavilion:**
  - skating parties
  - public dances
  - banquets, weddings*
  - boat rentals
  - afternoon teas
  - bus tour lunches
- **Amphitheatre:**
  - special performances which are unique to the city
  - evening performances, weekend matinees
  - summer theatre in the park - i.e. Shakespearean Festival

* *Weddings would become a strong selling feature when horticultural displays are in place.*

- **Golf Course:**
  - tournaments for local conferences
- **Horticultural Attraction:**
  - special displays
  - diagnostic, educational courses
- **Concessions:**
  - heritage themed events such as carnivals, etc.
  - opportunity for joint entrance pass, summer pass

PHASE I PRIORITIES

4.6 Phase I - Priorities

4.6.1 - Introduction

4.6.1.1 - Establishing Priority Projects

This section of the report provides detail on the Phase I Priority projects, those projects which were seen as critical "lead ins" to the successful revitalization of Rockwood Park. These items are to be put in place in the short term - i.e. one to five years.

Priority items were established by the following process:

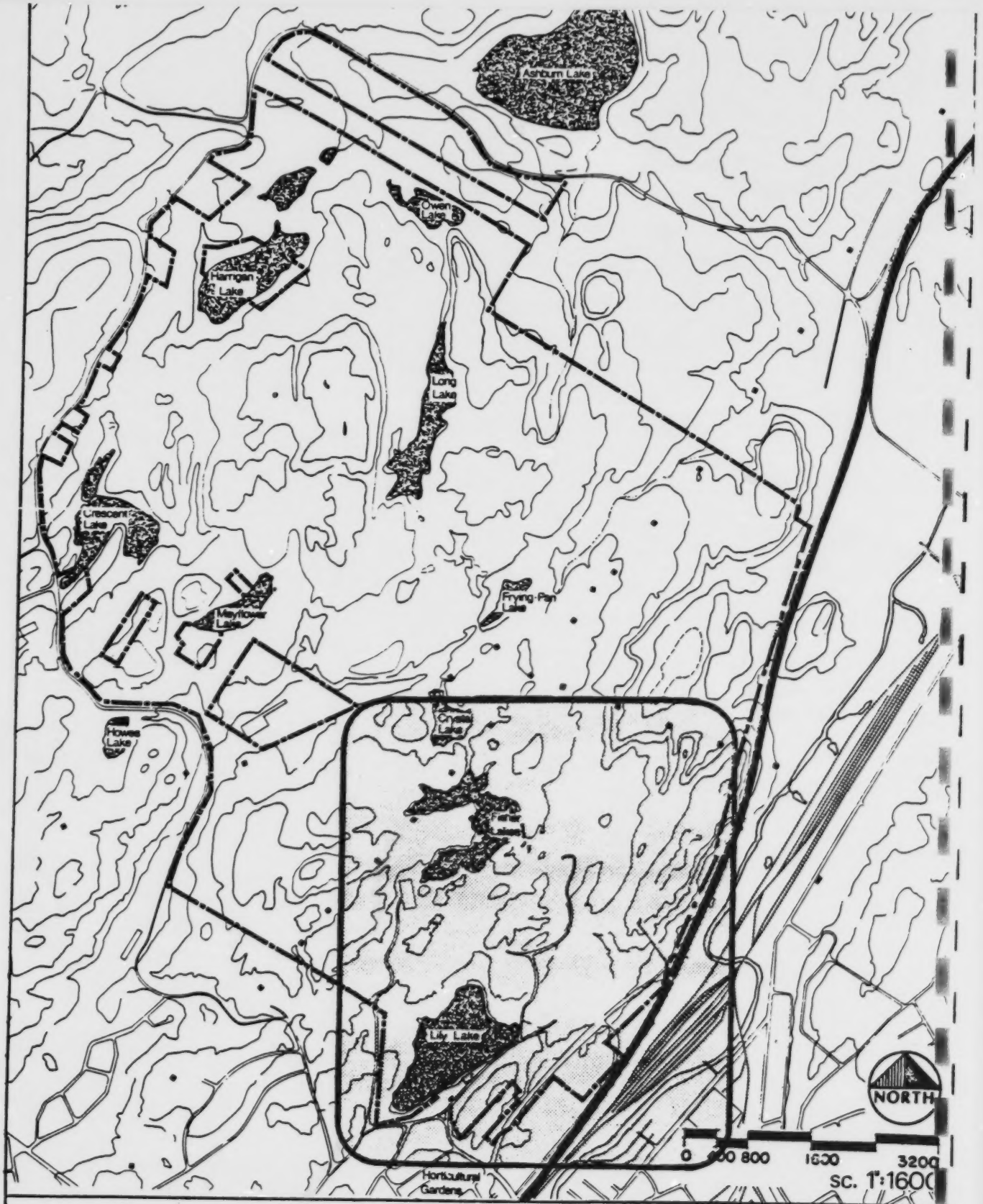
- Creation of a long list of activities and developments at the park which were evaluated against a Resource Opportunity Matrix and a Tourism and Recreation Opportunities Matrix. The first matrix evaluated the activity against the resource potential of various land units in the park, the second matrix evaluated the activity against market interest in both resident and tourist segments.
- A list of tentative opportunities were created and the market potential of the park evaluated on this basis.
- Based on a further criteria analysis and Steering Committee input, priority items were established.

4.6.1.2 - Introduction of the Priority Projects

Throughout the course of this feasibility and park planning process it became obvious that the quality of Rockwood Park's resource has been in decline since the early 1970's.

While there are many reasons for this, including lack of funding and staffing in the park, and changes in recreational patterns of Saint John residents, one of the major reasons for the park's decline is the restricted auto access into the park.

While cars may have added to the congestion in the park in the pre-1967 era, they also contributed to its heavy utilization and success. Therefore, one of the thrusts of the Phase I priority plan is to increase accessibility into the park through road improvement. This increased use will reduce incidents of vandalism and increase the viability of the various component facilities. The major development thrust in this



CITY OF SAINT JOHN, N.B.

City of Saint John

ROCKWOOD PARK

Planning and Feasibility Study

Phase I
Priority Area

Fig. 5.1

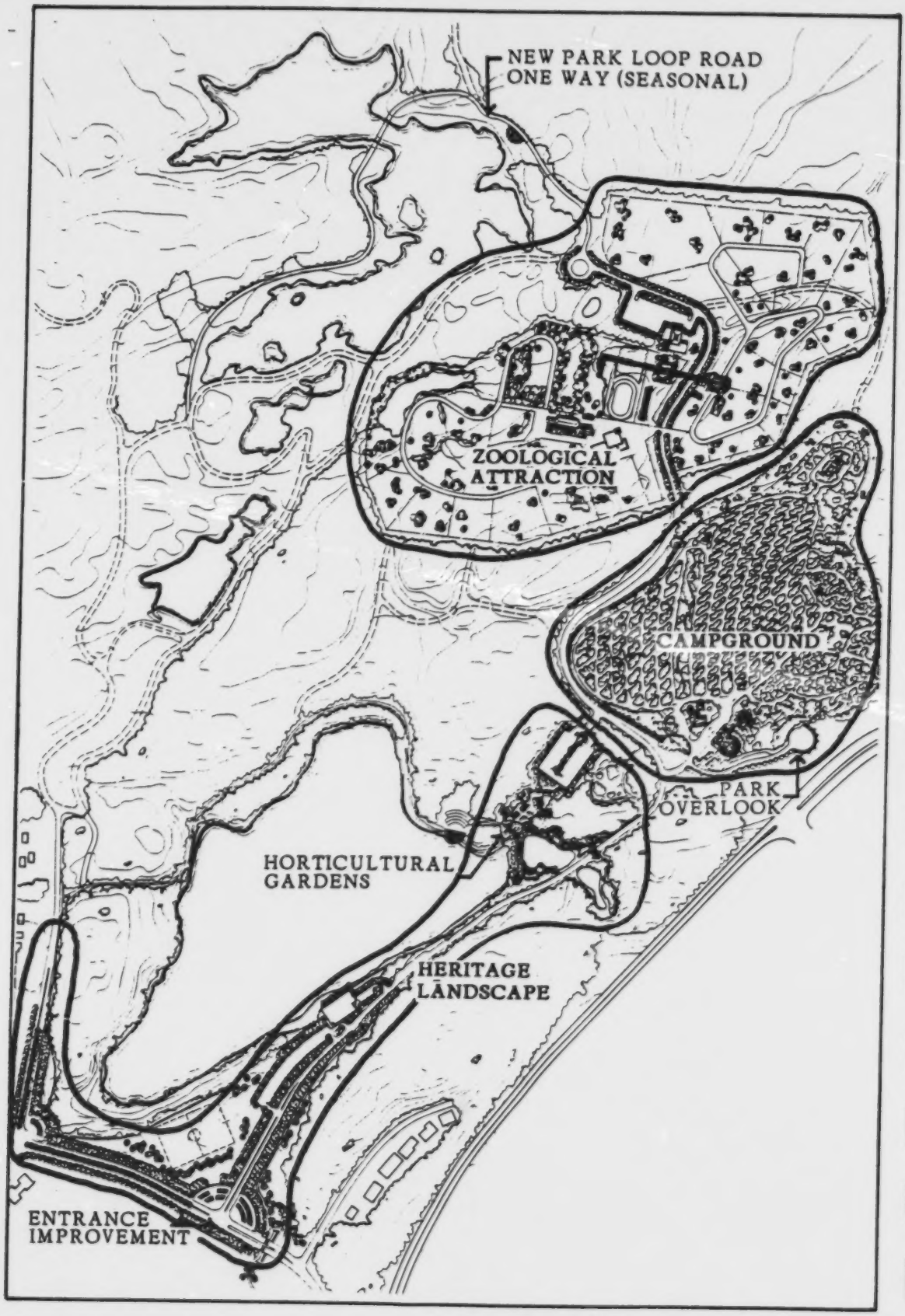
regard is the construction of a one way loop road from the "Hovel' to the west Fisher Lakes area.

This road will once again effectively link the parks major activity areas, in a cost effective manner. Ease of maintenance will be increased as will the policing of the area. More importantly this one way road will allow both Saint John residents and tourists alike to enjoy the scenic and recreational attributes which Rockwood Park affords.

The other major initiative in Phase I is to improve on the existing successful park attractions. Redevelopment of the Horticultural Association Campground and relocation and expansion of the Cherry Brook Zoo are necessary to increase interest and utilization of the park by residents and tourists, hence "setting the stage" for change which will allow the previously outlined long term improvements to be implemented.

Another important feature of the Phase I Priorities is to establish a heritage zone in the park. This will involve redesign of the Lily Lake Pavilion and appropriate landscaping around Lily Lake and the Horticultural Gardens in the Duck Pond area to the late Victorian era. The park can therefore be marketed as another unique heritage attraction of the City of Saint John, thus adding to the inventory of things to do and see while visiting Saint John. The pavilion is the single most important visual focus of this area and thus elevated to a priority item. Without this development, the area cannot evolve as planned.

Each project is illustrated separately in the following sections.



N ◆ PHASE I PRIORITY ZONE

Improvements to Entrances, Access and Parking.

4.6.2 - Improvements to Entrances, Access, Parking and Trails

4.6.2.1 - Rationale

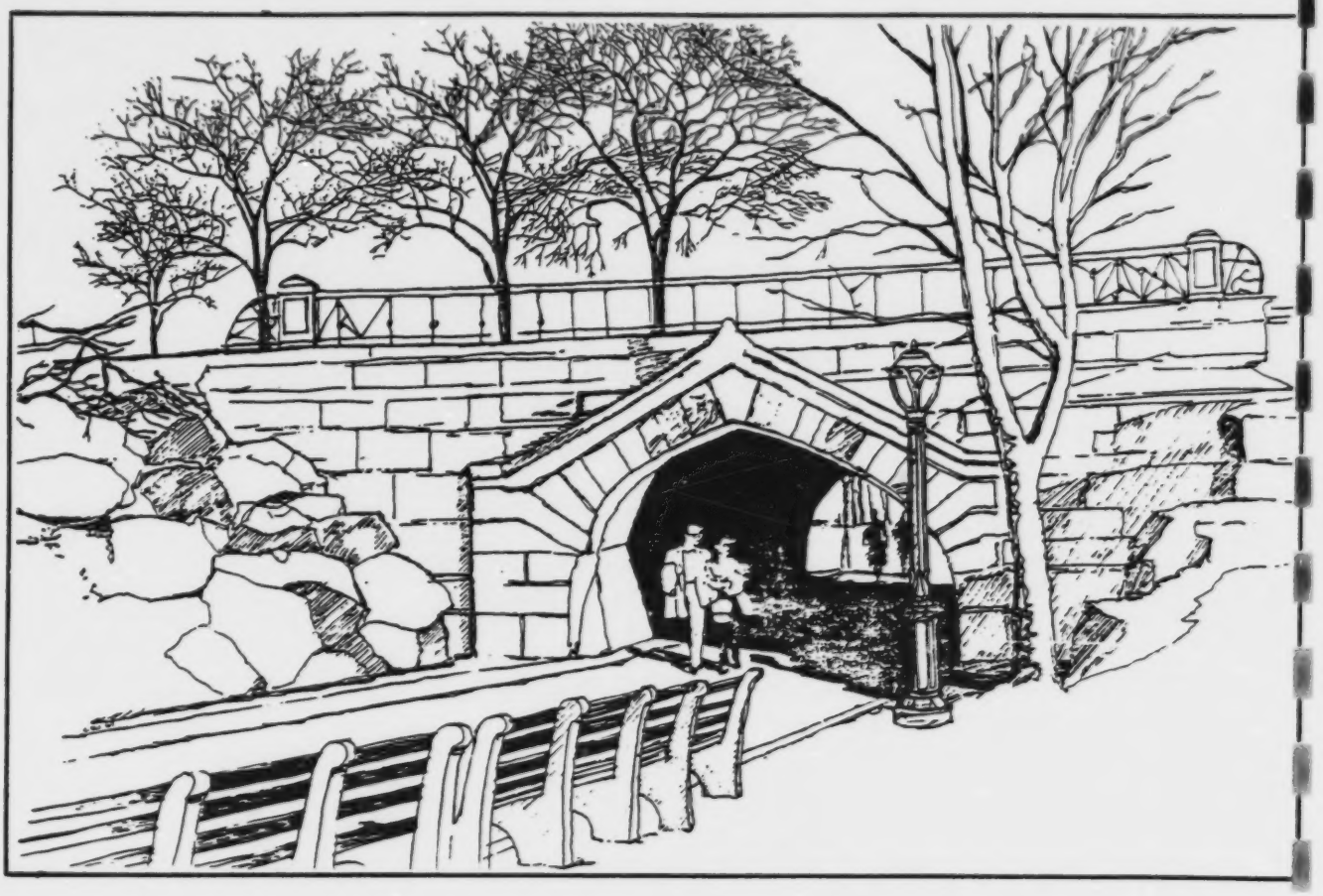
The overriding concern identified by resident input and field observation concerning the park is its present lack of cultivation and maintenance and a lack of access into the park. **This initiative generally falls under the category of general park upgrading.** Residents shared very strong concern about the present appearance of the park and from a review of parks of similar stature, certain improvements are required to upgrade the park to a level which is acceptable and marketable to any patron - resident or tourist.

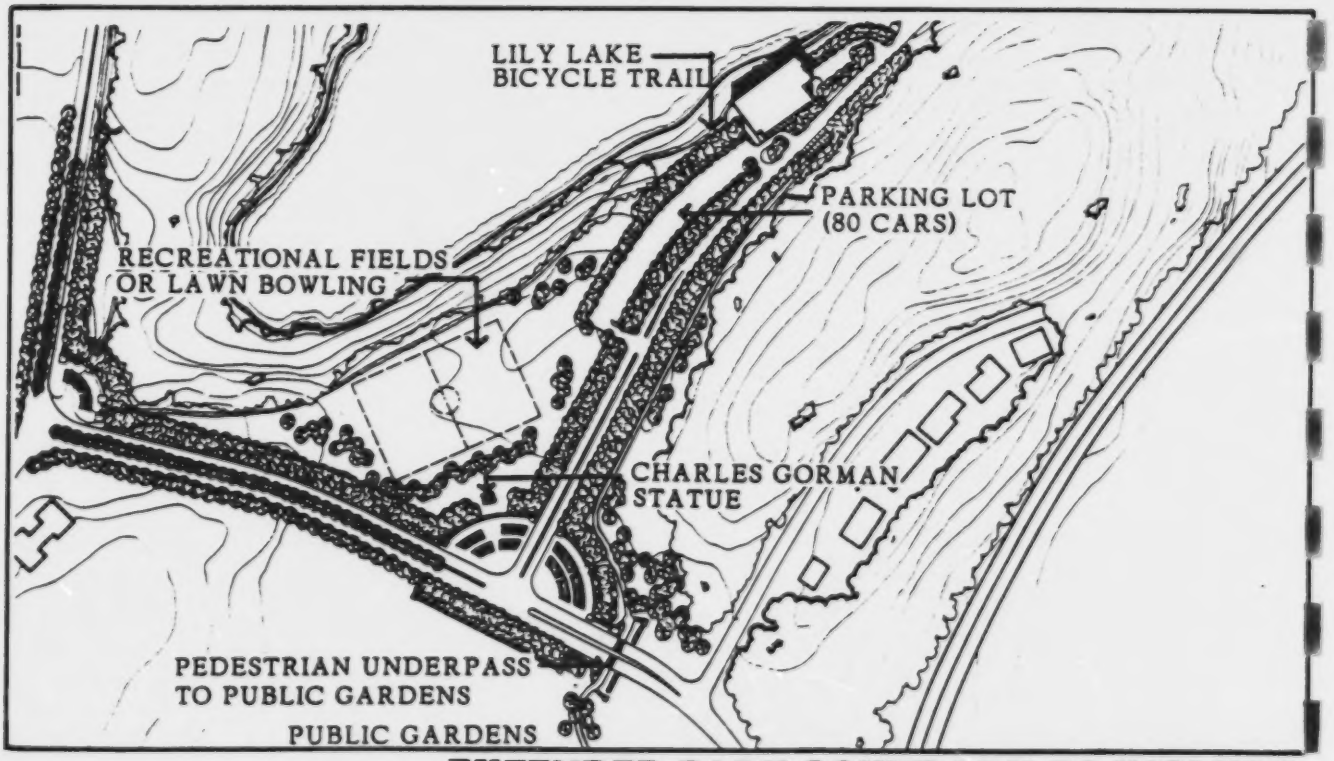
Key component steps in this initiative are detailed separately below.

4.6.2.2 - Description of Initiative

Improving Park Access and Image

- Major upgrading should occur along Mount Pleasant Avenue, Sandy Point Road, the Lake Drive South entrance, and from the Lily Lake entrance to the Duck Pond. Improvements include repaving portions of the roads, the construction of masonry walls, the development of attractive park entrance gateways. Sideslopes of all roads are to be smoothly graded and seeded.
- Roadway and parking lot upgrading should occur along Lake Drive South, from the Duck Pond to the "Hovel". New parking lots should be constructed at the Lily Lake Pavilion, the horticultural gardens and the proposed zoo.
- All parking lots should be landscaped and resurfaced.
- Tree clearing and pruning should occur along the park periphery. All sideslopes are to be seeded and mowed. Where rock outcrops occur, hydro seeding should be considered.
- Street trees are to be planted along important access roads and in activity areas.
- Park gateways should be created. These areas should include signs, elaborate landscaping and masonry work. Topsoil should be imported and major portions of the park should be seeded in order to create lawn areas.
- A Lily Lake bicycle trail should be constructed around the lake.





EXTENDED PARK BOUNDARY TO INCLUDE SCHOOL SITE & PUBLIC GARDENS

Connecting the Existing Horticultural Gardens

Visually, on existing city maps and the Rockwood Park brochure the existing Horticultural Gardens do not appear to be a part of Rockwood Park. Mapping should be changed in order to allow the park to visually extend its boundary to incorporate the existing Horticultural Gardens. A new park "Gateway" will be created at this highly visible location. A pedestrian underpass, as illustrated, would connect the gardens to the park unifying the park again.

Construction of a Belvedere (Park Overlook)

- Construction of a belevedere overlooking the city would increase the use of the park by all tourist segments, particularly bus tour markets. This would necessitate portions of the existing campground (tent sites) to be relocated as part of this development. A walkup lookout across from the pavillion should also be constructed as part of this development.

Increasing Park Identity

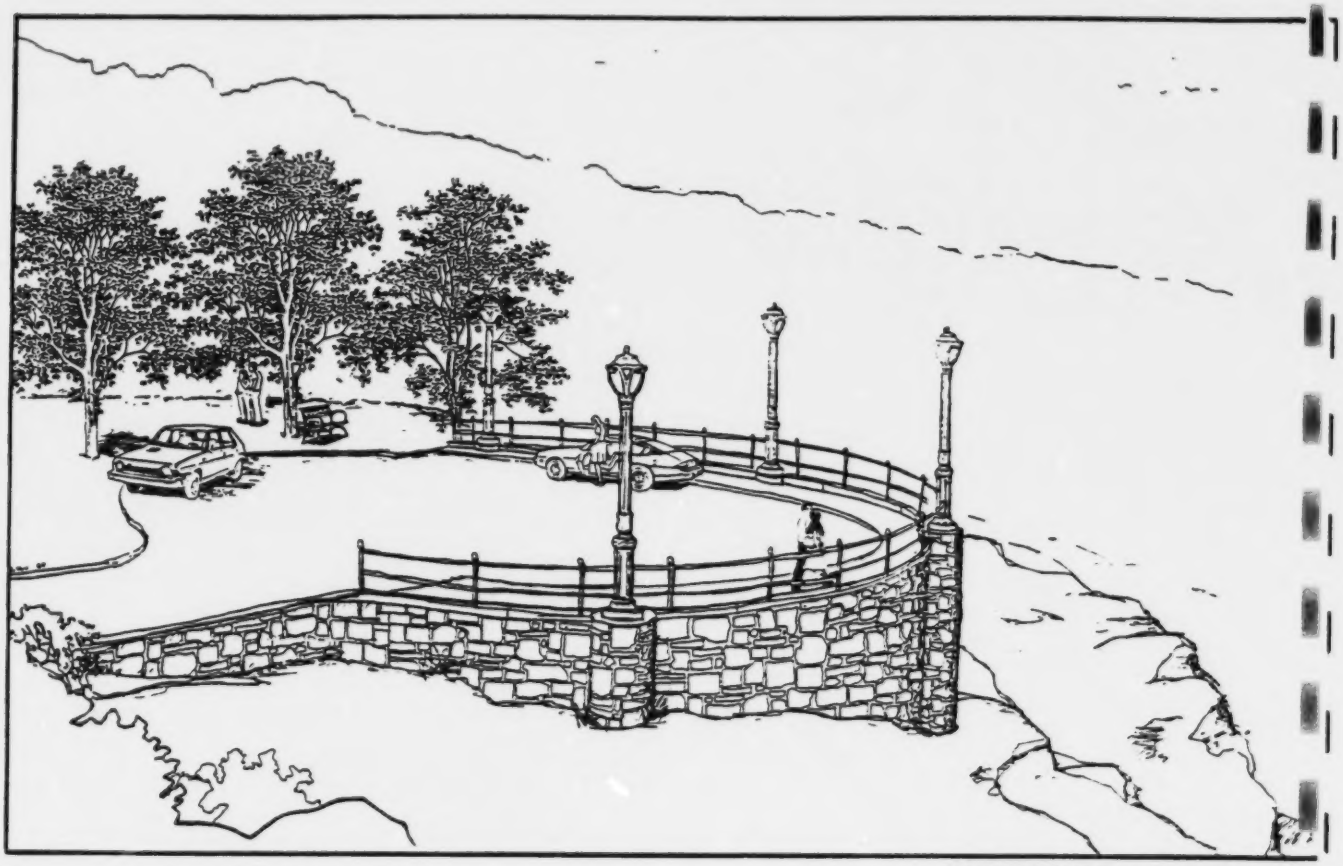
- The City should consider renaming Mount Pleasant Avenue, especially the portion which is reconstructed, to Rockwood Park Drive. This will help visitors to the City more readily identify the park.

Parking Lot Construction

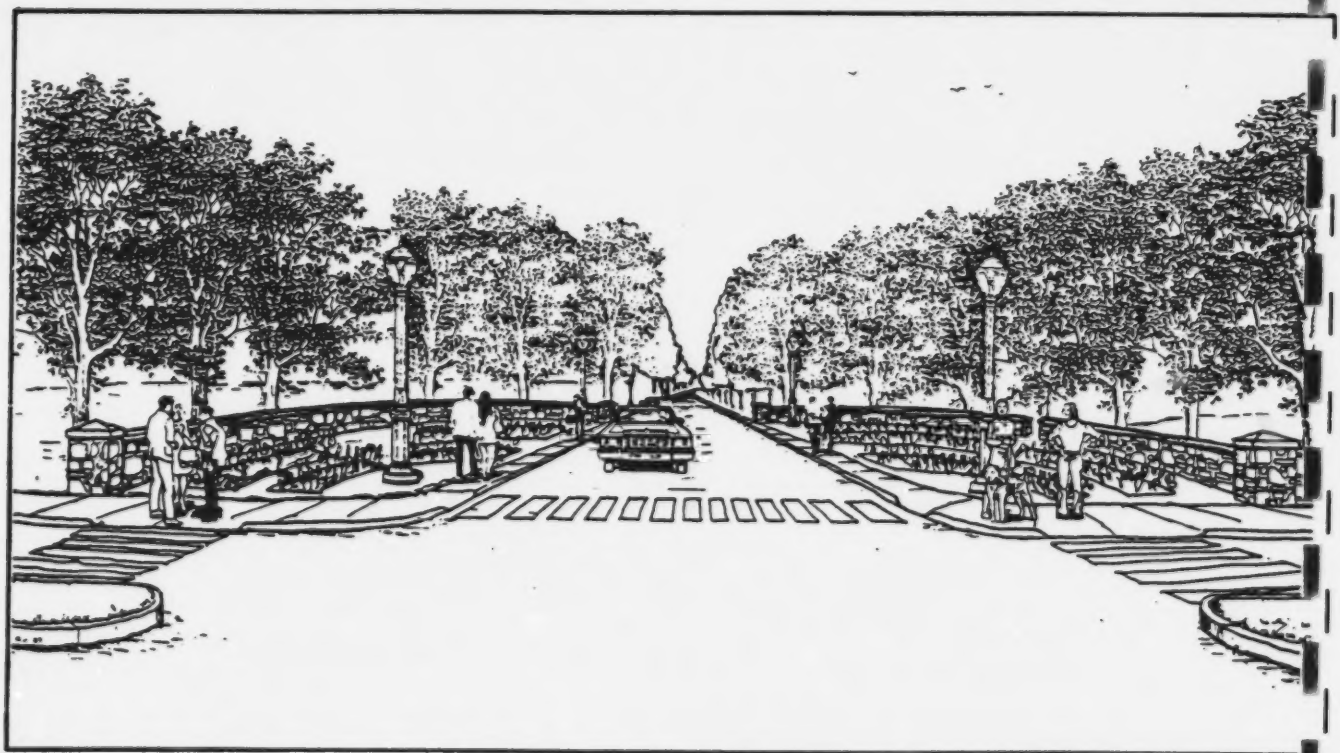
- While the western portion of Fisher Lakes has an abundant amount of parking, the eastern half of Fisher and all of the Lily Lake area is deficient in parking space. Therefore one of the thrusts of this plan is to improve on the amount of parking for these areas.

- For the eastern Fisher Lakes area a 50 car parking lot is proposed. This lot increases the amount of parking presently at the "Hovel" and will be used by both future Zoo patrons and Fisher Lake users.

- Along the eastern shores of Lily Lake and the Duck pond a 64 car parking lot is proposed. This will help to relieve the parking pressures at the Lily Lake Pavillion while allowing park visitors to enjoy the horticultural gardens and the amphitheatre proposed for this area.



PARK BELVEDERE



PARK GATEWAY

- A major upgrading to the parking lot at the pavillion is proposed. If the pavillion is to be a success as an architectural feature, patrons must have easy access to and from the facility. Therefore a 80 car parking lot has been proposed on this area.

Major Road Construction

- In addition to the upgrading previously outlined the following road improvements must be implemented if increased utilization of the park is to occur:

- ***Reconstruction of Mount Pleasant Avenue from the Horticultural Grounds to Hawthorne Avenue or alternatively to construct the Sandy Point Road By-Pass***

  Either of these undertakings will:

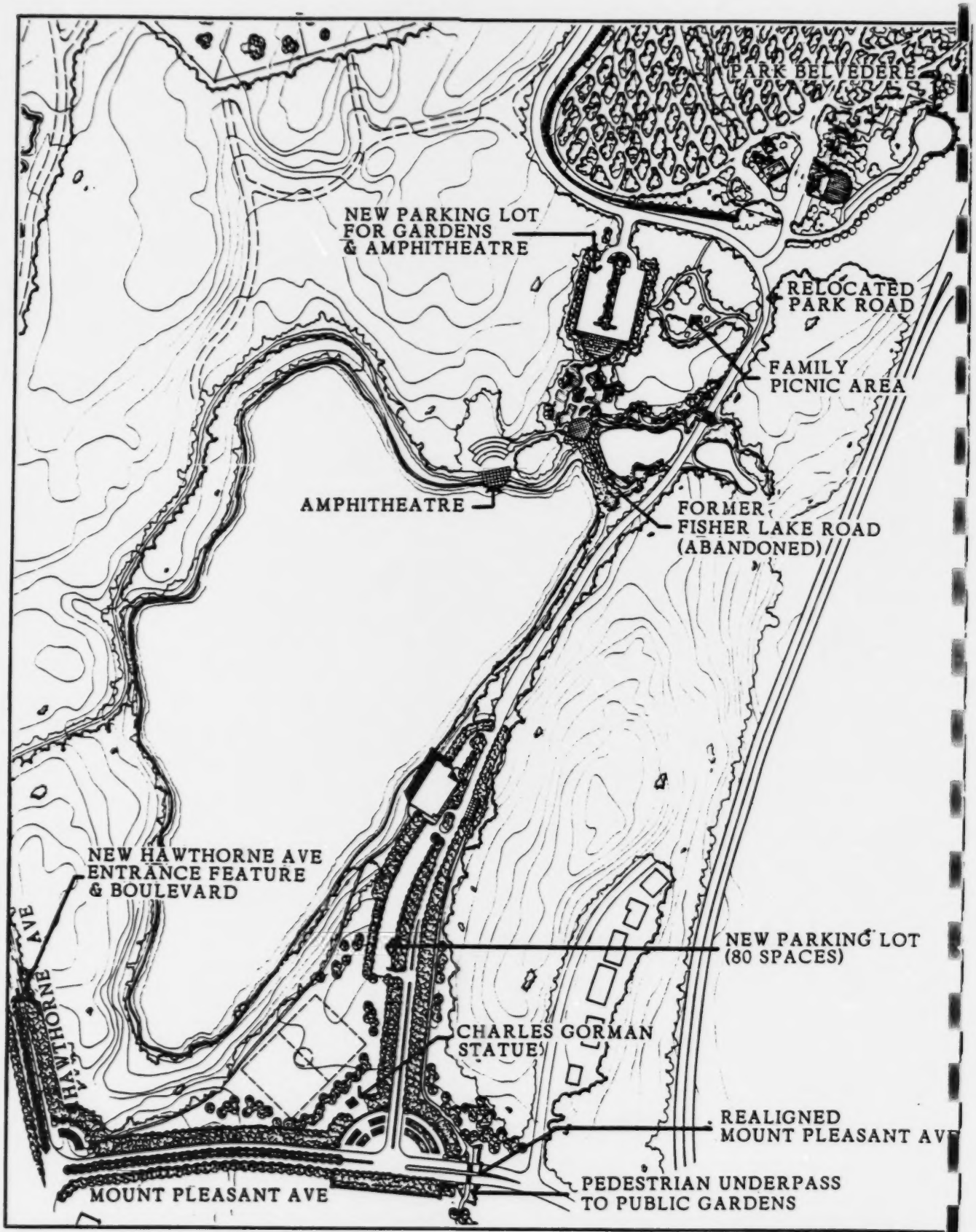
  - effectively link the Horticultural Grounds with the Lily Lake area, through the construction of a pedestrian underpass.
  - improve the attractiveness of this important park entrance
  - with the removal of the existing vacant school, allow for more usable flat topography along Lily Lake which can be better utilized for recreational purposes such as the development of a lawn bowling facility, for which interest was shown by a recreational group to appeal to an aging population.

- ***Construction of a one-way access road around the Fisher Lakes***

  A one-way road from the eastern Fisher Lakes area (i.e. the Hovel) to the western Fisher Lakes is a priority. This road will follow along the Participark trail to the narrow point of Fisher Lakes where a small bridge or causeway would cross the Lake, then along northern edge of the Lake to the waterslide area.

  This roadway will open up the Recreation Zone of the Park for both local and residents and tourist and provide much needed surveillance of the park. The one way road in combination with scenic viewpoints located at the Belevedere and at a new overlooks along Fisher and Lily Lakes will accommodate bus tours. In the winter it could be closed and used for recreational skiing purposes.

  Control of vehicles would have to be ensured through gates at a roundabout at the "Hovel" (where it becomes one-way) and at the waterslide. This one way road will also make it possible for users to pass through and see the parks other features and attractions, hence increasing their commercial viability.



ROAD IMPROVEMENTS

This one-way loop road (from east to west) would incorporate a 6' (2 m) bike lane along side the 12' (3 m) road bed. Sideslopes would be dressed and finished with 3:1 slopes being the maximum permitted.

The existing two way road system should be resurfaced and its side slopes dressed off and seeded.

4.6.2.3 - Costs and Benefits

a) **Capital Costs**

Capital costs associated with the described projects total $1,579,000 broken down as follows (and detailed in Table 4.1):

Roadways and Parking	$1,225,000
Park Overlook	$ 130,000
Lily Lake Bicycle Trail	$ 110,000
Walking Trail Improvements	$ 84,000
Signing Improvements	$ 30,000
	$1,579,000

b) **Benefits Associated with Capital Development**

Assuming direct labour of 0.6 person years/$100,000 capital cost and direct:indirect/induced at a ratio of 1:0.7, these projects would generate 9.47 direct and 6.63 indirect/induced person years of labour for a total of 16.10 person years.

c) **Operational Costs and Benefits**

These projects are included in the operational costs and benefits of the overall plan. The described increases in manpower for the park as a whole (Section 4.7) will apply to these specific developments in terms of their maintenance on a regular basis.

Destination Campground.

4.6.3 - Destination Campground

4.6.3.1 - Rationale

Market research has indicated that improvements to the Horticultural Association campground are viable and that the City's tourism industry will benefit with respect to the following considerations:

- Analysis of usage statistics indicate that there is a need for a higher serviced:unserviced site ratio. There has been a declining length of stay exhibited at the facility and, without improvement, this is likely to continue. The existing facility, despite the fact it has virtually no competition, is not penetrating the regional camping market to the degree it could if it were upgraded to a destination facility level.

- The revitalized campground will not be highly vulnerable to demographic shifts if well designed for both the senior camping and family camping markets. Trends indicate a growth in the senior Recreational Vehicle market.

- The new campground will only require moderate levels of investment but has high potential to be run as a private concession, therefore, requiring limited public sector investment.

- There will be strong economic benefits given the success of the existing operation and user fees are adjusted upwardly accordingly.

- With improvement and expansion the new campground will provide a strong contribution to regional tourism plant as it will enhance the image of the City to overnight camping markets, hence encouraging longer stays in region by these markets.

- The revitalized campground will have little impact on existing campgrounds in city or region.

- At present the existing campground is perceived as unaesthetic in a visible location of the park. With the proposed improvements forwarded in the master plan it will become more of a show piece, hence increasing its utilization.

- The excellent location of the campground with respect to the City's major traffic thoroughfares, shopping and tourist areas is such that the redevelopment of the campground will see a increase in its useage and revenues generated, as the financial pro forma in Section 4.6.3.3 indicates.

4.6.3.2 - Description

The following improvements should be undertaken in order for the campground to improve its facilities to the level of a destination campground in terms of quality of services and visual environment.

- All the existing fencing should be removed and replaced with new black chain link fencing. With proper landscaping and grading this new security fencing will be less visually obtrusive.

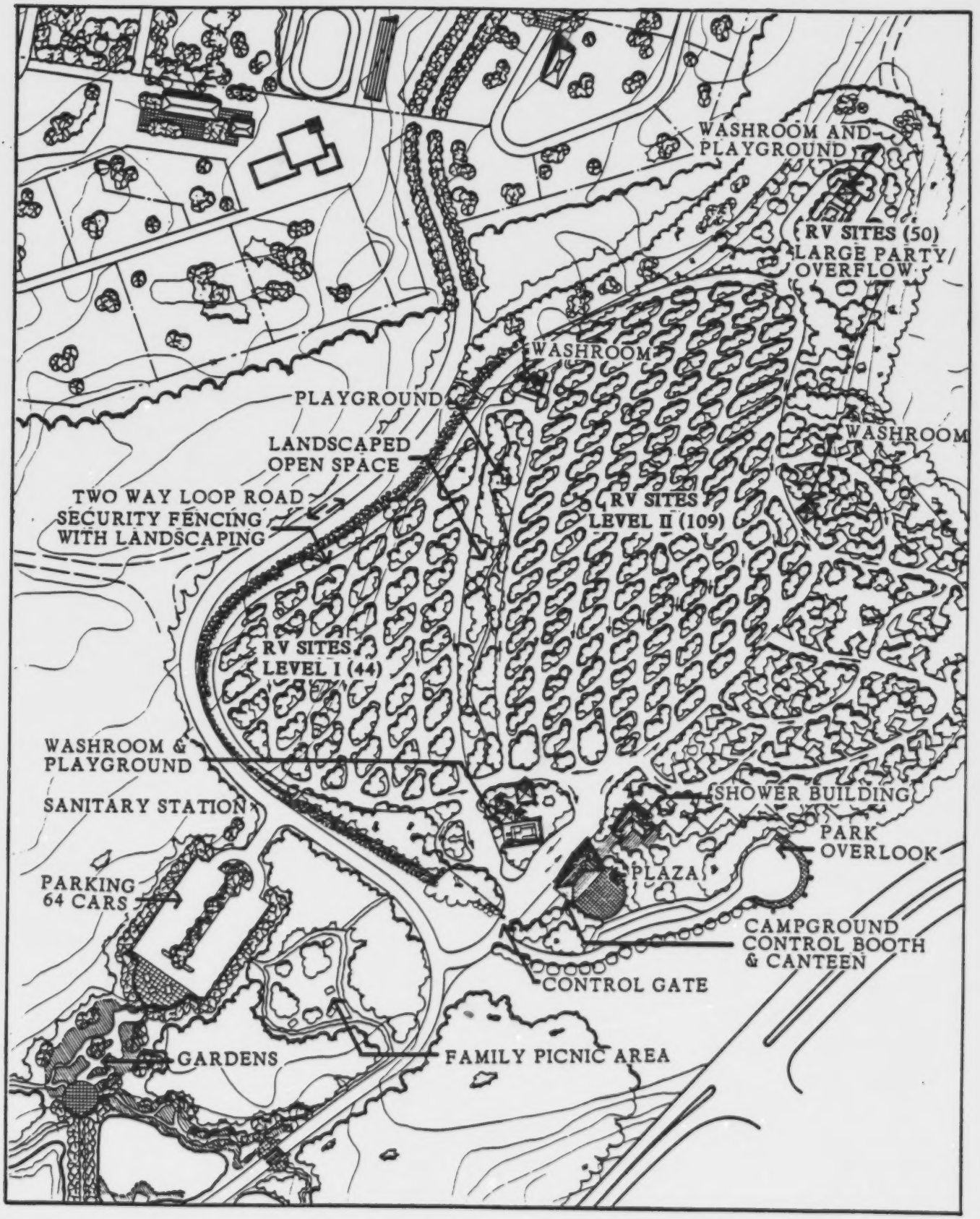
- The campground is to be extended toward the northeast. This 2-3 acre addition will allow for campsites which can be suitably landscaped.

- In total, the new campground will still feature 250 sites but in the proportion of 200 serviced R.V. sites to 50 unserviced tent sites. The campground itself is divided into 4 sections. The park access road bounds a portion of the campground. The most western quarter of R.V. sites are quite large (20' buffer strip between each stall) and incorporate extensive landscaping. Thus this area will appear more "park like" in nature. The middle section of the campground contains approximately 120 camping spaces. This section is separated from the western third by a landscaped buffer strip. This buffer area screens the majority of the campground while providing an open space link which connects washrooms and play spaces to the campground service/control and canteen building.

  The northern portion of the R.V. campground is comprised of a group camping area. These 50 sites will be used for overflow or caravan camping.

  Fifty (50) tent sites constitute the south/easterly portion of the campground.

- The relocated entrance is to include a control booth with associated sewage facilities. As with good campground design practice this new entrance is off of the main park road to ensure that there is no conflict between park day users and overnight visitors. For long vehicle stacking queues, a wider shoulder for the park loop road may be required.



DESTINATION CAMPGROUND

- A laundry and shower building is to be constructed featuring change facilities.
- A children's play area and games area is to be created at the campground to make it more attractive to family camping markets.
- A one to two acre (max ½ hectare) parking lost is to be constructed north of the Lily Lake area, or land formerly part of the campground, to better service the present and future activities within this zone.

4.6.3.3 - Financial Analysis

Although the campground does presently provide revenue that is used for park purposes, a newly developed facility can provide opportunity for private sector involvement while enhancing the image of the park. The pro forma for the project indicates that the destination campground would be a profitable venture. Assuming all capital development costs are taken on by the investor, there would be a 27.6% return. Therefore, no public initiatives will be necessary.

a) **Capital Costs**

Capital costs for the 200 serviced trailer and 50 tent sites, given the noted improvements is estimated at $875,000, broken down as follows:

• Landscaping and fencing	$100,000.00
• Redesign of campground, development of 200 serviced sites and 50 unserviced tent sites	$330,000.00
• Develop four comfort stations	$190,000.00
• Service building, laundry, canteen and shower building (3000 ft.2)	$200,000.00
• Recreational amenities - i.e. play equipment	$45,000.00
• Sewage pump out station	$10,000.00
• Laundry facilities run by private concession	0.
	$875,000.00

b) **Operational and Financial Assumptions**

The following basic operating and financial assumptions govern the pro forma for the new trailer park at Rockwood Park.

1. The facility will be constructed on leased land at a nominal rent.

2. Capital costs for the 200 serviced trailer and 50 tent sites is estimated at $875,000.

3. Given a 129 day season, the maximum capacity of the facility is 32,250 site days.

4. Occupancy rates are assumed at a season average of 50% in year one, increasing by 2% each year to a stable occupancy of 60%. This is higher than present occupancy rates given the improved quality and attractiveness of the facility.

5. Revenue

- *Site Rentals*
  - Rental rates have been established based on providing rates as follows:

Trailer sites	$15 per night
Tent	$ 8 per night

Again, charges can be higher than present levels given the increased quality and attractiveness.

- *Gift Shop and Canteen*
  - Net revenue from this source is assumed at 10% of rental revenue.

- *Other (Net)*
  - Other revenues include all other income generating items, exclusive of store and snack bar. Included in this category are vending machines, laundry machines, entertainment, equipment

PRO FORMA STATEMENT OF INCOME AND EXPENSES
RECREATIONAL VEHICLE CAMPGROUND
ROCKWOOD PARK CAMPGROUND

YEAR	1989		1990		1991		1992		1993		1994		1995		1996		1997		1998	
Number of Sites trailer	200		200		200		200		200		200		200		200		200		200	
Number of Sites tent	50		50		50		50		50		50		50		50		50		50	
Occupancy Percentages	50.0%		52.0%		54.0%		56.0%		58.0%		60.0%		60.0%		60.0%		60.0%		60.0%	
Trailer sites occupied	12900		13416		13932		14448		14964		15480		15480		15480		15480		15480	
Tent sites occupied	3225		3354		3483		3612		3741		3870		3870		3870		3870		3870	
Average Trailer Rate	$15.00		$15.75		$16.54		$17.36		$18.23		$19.14		$20.10		$21.11		$22.16		$23.27	
Average Tent Rate	$8.00		$8.40		$8.82		$9.26		$9.72		$10.21		$10.72		$11.26		$11.82		$12.41	
REVENUES																				
Site Rentals	$219,300	85.2%	$239,476	85.5%	$261,121	85.7%	$284,331	85.9%	$309,210	86.2%	$335,866	86.4%	$352,660	86.6%	$370,293	86.8%	$388,807	87.0%	$408,248	
Store/Snack Bar (Net)	$21,930	8.5%	$23,948	8.5%	$26,112	8.6%	$28,433	8.6%	$30,921	8.6%	$33,587	8.6%	$35,266	8.7%	$37,029	8.7%	$38,881	8.7%	$40,825	
Other (Net)	$16,125	6.3%	$16,770	6.0%	$17,415	5.7%	$18,060	5.5%	$18,705	5.2%	$19,350	5.0%	$19,350	4.8%	$19,350	4.5%	$19,350	4.3%	$19,350	
Total	$257,355	100.0%	$280,193	100.0%	$304,648	100.0%	$330,824	100.0%	$358,836	100.0%	$388,803	100.0%	$407,276	100.0%	$426,672	100.0%	$447,038	100.0%	$468,422	
OPERATING EXPENSES																				
Payroll and Benefits	$87,500	34.0%	$91,875	32.8%	$96,469	31.7%	$101,292	30.6%	$106,357	29.6%	$111,675	28.7%	$117,258	28.8%	$123,121	28.9%	$129,277	28.9%	$135,741	
Energy	$30,000	11.7%	$31,500	11.2%	$33,075	10.9%	$34,729	10.5%	$36,465	10.2%	$38,288	9.8%	$40,203	9.9%	$42,213	9.9%	$44,324	9.9%	$46,540	
Marketing	$5,600	2.2%	$5,880	2.1%	$6,174	2.0%	$6,483	2.0%	$6,807	1.9%	$7,147	1.8%	$7,505	1.8%	$7,880	1.8%	$8,274	1.9%	$8,687	
Repairs and Maintenance	$5,250	2.0%	$5,513	2.0%	$5,788	1.9%	$6,078	1.8%	$6,381	1.8%	$6,700	1.7%	$7,036	1.7%	$7,387	1.7%	$7,757	1.7%	$8,144	
Administration and General	$3,500	1.4%	$3,675	1.3%	$3,859	1.3%	$4,052	1.2%	$4,254	1.2%	$4,467	1.1%	$4,690	1.2%	$4,925	1.2%	$5,171	1.2%	$5,430	
Insurance	$12,600	4.9%	$13,230	4.7%	$13,892	4.6%	$14,586	4.4%	$15,315	4.3%	$16,081	4.1%	$16,885	4.1%	$17,729	4.2%	$18,616	4.2%	$19,547	
Realty and Business Taxes	$4,200	1.6%	$4,410	1.6%	$4,631	1.5%	$4,862	1.5%	$5,105	1.4%	$5,360	1.4%	$5,628	1.4%	$5,910	1.4%	$6,205	1.4%	$6,516	
Total	$148,650	57.8%	$156,083	55.7%	$163,887	53.8%	$172,081	52.0%	$180,685	50.4%	$189,719	48.8%	$199,205	48.9%	$209,165	49.0%	$219,624	49.1%	$230,605	
NET PROFIT BEFORE DEBT SERVICE	$108,705	42.2%	$124,111	44.3%	$140,761	46.2%	$158,743	48.0%	$178,151	49.6%	$199,084	51.2%	$208,070	51.1%	$217,506	51.0%	$227,414	50.9%	$237,817	
FINANCIAL ANALYSIS																				
TOTAL CAPITAL COST	$875,000																			
ASSUMED EQUITY (25%)	$218,750																			
DEBT AT 12.5%	$656,250																			
MORTGAGE REQU'MNT OVER 10 YRS	$118,533																			
CASHFLOW AFTER DEBT FINANCING	($9,828)		$5,578		$22,228		$40,210		$59,618		$80,551		$89,537		$98,973		$108,881		$119,284	
INTERNAL RATE OF RETURN-15 YRS	27.6%																			

rentals and any other miscellaneous items. In 1989, other revenues net equate to $1.00 per occupied campsite.

6. Operating Expenses

- *Payroll and Benefits*
  - This expense category includes expenses associated with staffing and related payroll expenditures. Payroll includes salaries and wages to administrative/office staff, groundskeeping, maintenance and security personnel. In 1989, this expense equates to $350 per available campsite.
- *Energy*
  - This includes all costs associated with sites including hydro, water and sewage costs. Also included are minimal energy requirements during the off season. In 1989, the total energy expense is $120 per available campsite.
- *Marketing*
  - Marketing expense includes the portion for marketing the R.V. camp separate from the overall park promotion. Marketing expenses have been estimated at $5,600 in 1989, based on industry standards. Additional exposure for the facility will occur through general park promotional material.
- *Repairs and Maintenance*
  - This item includes all general repairs and maintenance necessary for the camp and surrounding area. This expense has been estimated at $5,250 in 1989.
- *Administrative and General*
  - This expense category includes expenses such as office supplies, telephone, postage and any other administrative expenses. This expense has been estimated at $3,500 in 1989.

- *Insurance*

  - Insurance expense includes all insurances necessary to maintain the safe operating standards of the recreational vehicle camp. Expenses have been estimated at $12,600 in 1989.

- *Realty and Business Taxes*

  - This expense has been estimated at $4,200 in 1989, however, this amount may vary upon actual assessment.

7. All costs and revenues will increase at 5% per anum as a result of inflation.

8. Financing has been assumed at 12.5% for 75% of the required capital. Given the nature of the improvements, the amortization period is assumed at ten years.

9. The foregoing analysis results in an interest rate of return on equity of 27.6% pre-tax.

c) Benefits Associated with Capital Development

Assuming direct labour of 0.6 person years/$100,000 capital cost and direct:indirect/induced at a ratio of 1:0.7, these project would generate 5.25 direct person years of employment and 3.68 indirect/induced person years for a total of 8.93 person years.

d) Operational Costs and Benefits

As per the pro forma, operating costs in 1989 total $148,650 of which $87,500 are wage related. Assuming a base rate of $6.00/hour, this would translate into 7.29 persons employed per year. However, given the season length this more realistically translates into 29.16 seasonal full-time positions. This is well above the present 10 summer and 3 winter positions created at the campground.

Atlantic Canada
Zoological Attraction.

4.6.4 - Atlantic Canada Zoological Attraction

4.6.4.1 - Rationale

The role of the existing animal farm and petting park is to be revised to reflect more contemporary zoological trends toward less human contact and more educational/ conservation emphasis. Contact will be achieved through display and interpretation.

The present success of the Cherry Brook Zoo in attracting both tourists and residents is to be strengthened by relocation to a more visible location in the park and expansion of display to include both exotic and indigenous animals. The present zoo has certain obstacles which it must overcome through greater financial support:

- The present facility is in a location which is not highly visible or accessible to general park users.
- The zoo is too small and takes very little time to complete. Further developments, more animals, longer distances between exhibits etc. will create a higher level of interest in it as a major attraction.
- Although exotic animals are of interest to local populations, they do not have as strong an appeal to tourist populations as would local indigenous species. Hence, the combination of both in a thematic display will create interest at both resident and tourist levels.
- The zoo presently is not strongly programmed to encourage return visitation and although efforts are being made to encourage use of the facility by school groups, as there is no interpretation centre it is difficult to carry out educational sessions.

Market research has indicated that an expansion and upgrading of a zoological attraction will be successful.

- The zoo is presently a very popular facility with local residents despite its drawbacks.

- A zoological facility has a high level of compatibility in all resident markets (senior, walk in, school, regional family) and in the majority of tourist markets - i.e. sightseeing, group tours.

- As a passive recreational activity zoos appeal to all age groups and have little vulnerability to market shifts.

- A zoo will be a strong contribution to the tourism plant if it is provincially significant or even further, significant to Atlantic Canada.

- No competition exists in city for this facility. Although there is some level of competition elsewhere in the province, this will be overcome by the quality of facility and the fact that it is a true, accredited "zoo" rather than a game farm.

- The Cherry Brook Zoo and the Zoological Society have shown strong commitment to expanding and improving their facility. Although their primary goals remain (as should be the case for any true zoo), conservation, research and education/ public awareness, there is interest in further providing recreational benefits to residents and tourists at an expanded facility. The City can capitalize on the expertise and enthusiasm of this group and thus provide a significant attraction for the park.

4.6.4.2 - Description

General Requirements

As part of the overall project, the following will be undertaken:

- The zoo should be located in the area indicated on the plan, but further detailed zoo planning will be required to ensure that drainage is suitable and that noise and odour from the zoo will not effect other park development. Therefore, the proposed location is somewhat flexible; providing the zoo is located along the highly visible park loop road which is to be constructed in the park.
- Construction of a new parking lot and entrance way to be designed for the zoo.
- Due to site constraints, only 50 cars can be accommodated in this location at this time. The parking will require further expansion in the longer term.

- Construction of a visitor interpretive center for the zoo which could jointly function as the park's interpretive education center which would feature various displays, A/V exhibits, lectures, etc.
- Upgrading of animal displays in the present Children's Farm area to reflect an exhibit theme of Atlantic Canada. Displays in this section of the zoo should focus on groups of past and present indigenous animals in larger groups (6-10 animals) rather than a diverse number of different animals.
- Given the current interest, and expertise in exotic animals provided by the present zoo, an exotic animal section can be created in the valley east and north of the present "Hovel" parking lot. This exotic display will exhibit animals which can successfully adapt to Saint John's climate.
- A "themed' bridge could connect the two display areas creating a sense of arrival to the zoo, while creating two different types of animal display areas. The geographic separation also will help to prevent the spreading of animal disease.
- An infirmary and rehabilitation area for local wildlife would be a valuable addition to the zoo.
- All exhibits are to be of high quality with appropriate interpretive signage and displays.
- The zoo should be marketed as such rather than that of a "theme park" to position it above other attractions in the province.
- The entire 50 acre zoo would be fenced and there would be a cleared buffer strip around the entire zoo periphery. This strip would be cleared for fire and security purposes.
- Within the zoo administration building, a retail sales area would be incorporated to provide further financial support for the facility.
- Opposite the zoo parking lot and administration building, in the infirmary area, a residence should be constructed. The curators presence will ensure constant surveillance of the zoo.
- The development standard envisioned for the zoo is that of Winnipeg's tremendously popular Assinaboine Zoo.

Zoological Exhibits

It is proposed that the zoo be divided into two parts, one half focusing on the animals and habitats of Atlantic Canada, while the second half utilizes the existing animal collection of the Cherry Brook Zoo and focuses on exotic animal display.

a) Atlantic Canada Exhibits

There are a number of themed exhibits which will constitute this portion of the zoo. The following briefly describes the major themes and outdoor display exhibits. The intention of these displays is not only to entertain and inform the visitor about Atlantic Canada animals, but also about the region itself. Therefore, each exhibit will be designed to simulate the physiographic and forest regions in which the animal would be found. The major zoological theme areas and typical animals include:

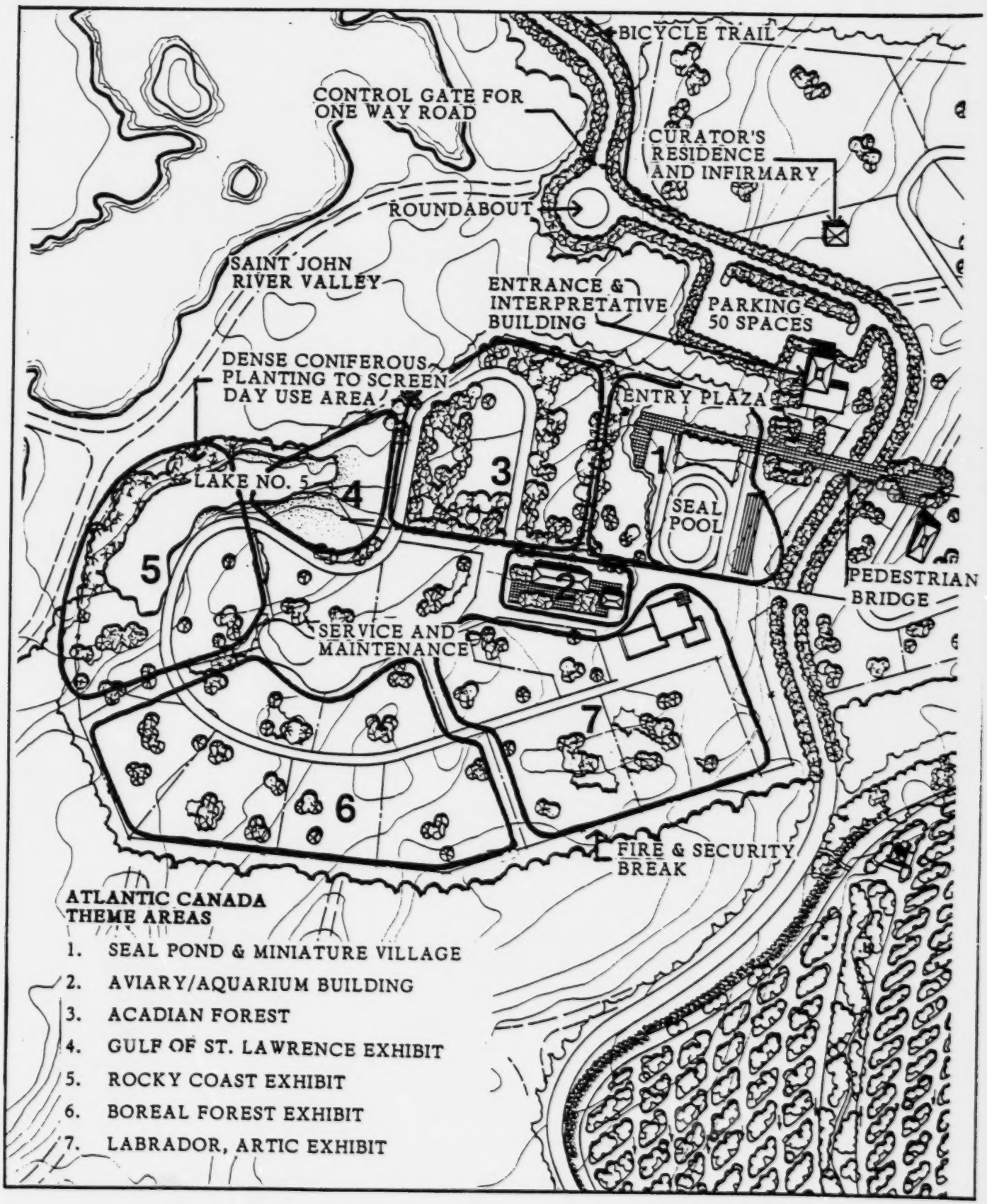
- **Theme Area I - Seal Pond and Minature Village**

  Upon arriving at the zoo entry plaza, the visitor will arrive at a display area focused at primarily entertaining children. Two exhibits will makeup this area as the following describes.

  - ***Seal Pond***

    The first exhibit is a seal pond and performance area. Typically this type of performance area is immensely popular with all age groups. The harp seal, and especially harp pups, could be the focus. The interpretation of the seal hunt, from a maritime perspective may also be included in the storyline for this area. Other seals suitable for display include:

    - Hair Seals
    - Harbour Seals
    - Ringed Seals
    - Bearded Seals
    - Gray Seals
    - Hooded Seals



ATLANTIC CANADA DISPLAY AREA

- *Saint John River Valley Miniature Villages and Small Animal Display*

  There is an opportunity to create a replica of the Saint John River Valley in paving. Along the route of the river valley, children would encounter miniature loyalist buildings, or boats associated with the valleys history. Small and baby animal exhibits (squirrels, turtles, chipmunks, rabbits) could also be displayed along the route. Farm animals are appropriate to both this display or the Gulf of St. Lawrence exhibit. This area would also be suitably landscaped.

- **Theme Area II - Aviary/Aquarium Building**

The existing barn has the potential of being redesigned into an aviary and aquarium building. As a short term measure, the City's horse could still remain, pending redevelopment of the zoo.

Around the periphery of the building an aviary would display a number of bird species associated with Atlantic Canada. They include:

- Cormorants
- Puffins
- Snowy Owls

Within the barn building itself there is an opportunity to display some of the most typical fish and crustaceans associated with the maritimes. They include:

- Atlantic Salmon
- Cod
- Giant Halibut
- Shrimp
- Crabs
- Barnacles
- Lobsters

- **Theme Area III - Acadian Forest**

  Proceeding west and down the hill from the aviary/aquarium, one would pass through an area exhibiting animals and birds of the Acadian Forest. These would include:

  - Canadian Beaver
  - Otter
  - Lynx
  - Bobcat
  - White Tailed Deer
  - Lemming Mouse
  - Porcupine
  - Racoon

- **Theme Area IV - Gulf of St. Lawrence Exhibit**

  At the tip of Fisher Lake No.5, which is being incorporated into the zoo, one would find a simulation of a portion of the City of St. Lawrence, especially as one would encounter the Gulf from the north shore of Prince Edward Island.

  Red sand and sandstone outcrops with spruce hedgerows would comprise the landscape setting. This exhibit focuses on the Gulf of St. Lawrence and could display the following:

  - Silver Fox
  - Shell Fish
  - Snails
  - Blue Heron
  - Sand Piper
  - Brown Pelican

- **Theme Area V - Rocky Coast Exhibit**

  Along the southern shore of Fisher Lake a series of displays would be set up which explore the relationship of wildlife which inhabits Atlantic Canada's

rocky shorelines. Displays could focus on crustaceans, or bird life (cormorants), various types of gulls or waterfowl.

- **Theme Area VI - Boreal Forest**

  Along the southern portion of the zoo would be a series of exhibits displaying animals of the Boreal Forest. Displays could include:

  - Wolves
  - Fox
  - Bears
  - Weasel
  - Mink
  - Martin
  - Lynx

- **Theme Area VII - Labrador & Arctic Canada Exhibit**

  The focus of this display is on a polar bear exhibit. Other animals, which could be displayed include:

  - Caribou
  - Arctic Wolf
  - Wolverine
  - Walrus

  Given the higher relative cost of establishing this theme area it may be necessary to phase this exhibit in after the zoo is fully operational.

Summary - Atlantic Canada Display

The themes and displays have been forwarded to illustrate the great potential, excitement and fun which visitors to this portion of the zoo could have, if displays were constructed around this theme. The animals/fish and birds suggested are typical examples of what could be displayed and are not meant to be a comprehensive list.

b) **Exotic Displays**

After entering the Zoo Plaza, signage will direct visitors to this portion of the zoo. Visitors will cross over a themed bridge to an exotic animal plaza space. This open space along with the monkey house adjacent to it will provide a focus for this section of the zoo. There are three theme areas identified in this portion of the zoo which will use most of the animals and display buildings presently located in the Cherry Brook Zoo. Thus the focus of the exhibits would be on the following displays:

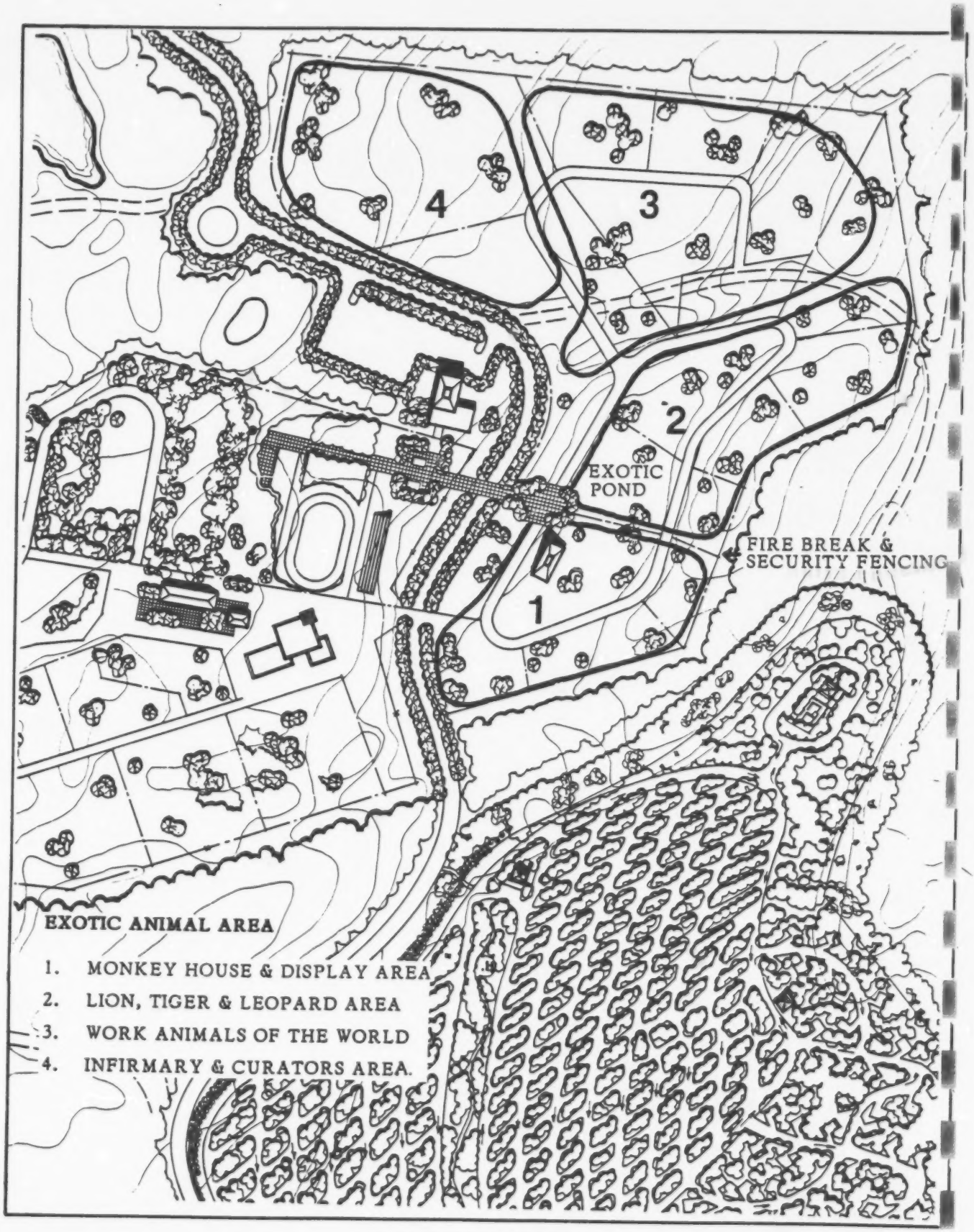
- **Theme Area I**
  - Monkey House and Display Areas
- **Theme Area II**
  - Lion, Tiger and Leopard exhibit
  - Zebra
- **Theme Area III - Work Animals of the World**
  - Camel
  - Llama
  - Sheep

Other less significant displays would include:

- Goats
- Yaks
- Donkeys
- Miscellaneous Displays

The rabbits and deer probably would be best placed in the Atlantic Canada section of the zoo.

An infirmary and curators residence would also be located in this portion of the zoo.



EXOTIC ANIMALS AREA - DISPLAY AREA

Summary - Exotic Animal Area

No theming around zoogeographic planning principals is being forwarded for this portion of the zoo as it is felt the existing Cherry Brook Zoo staff should continue to operate and display the animals as they so choose given their expertise in the area of exotic animals. Other than the themes identified, a master plan for this area, in which the animals are displayed in relationship to where they live would be an appropriate design approach if the Cherry Brook Zoo staff felt it was needed.

Zoo Management and Structure

As discussed in Section 4.4, the zoo would continue to operate as an autonomous legal entity in the park and coordinate with the park superintendent in promotion and programming the zoo as part of Rockwood Park.

The standards and ethics which the existing zoo is presently operating under would be upheld.

The zoo would still remain a non-profit charitable organization only; it would be relocated and expanded to the areas outlined on the master plan.

The name of the zoo should change as the consultants believe a zoo named and marketed around the theme of "Atlantic Canada's Zoological Attraction" has far greater market appeal to both residents and tourists as well as corporate and government granting agencies than the present "Cherry Brook Zoo". Any confusion of names will be only short term.

In summary, the relocation and expansion of the zoo with a new focus on indigenous Atlantic Canada animals which are themed in a fun and informative way is seen as a positive progressive step for the Cherry Brook Zoo. With this expansion, accreditation by the Canadian Association of Zoological Parks and Aquariums seems more feasible then if the zoo was to remain in its present location, at its present size and retaining its present limited focus.

4.6.4.3 - Costs and Benefits

Given the scope of this project and its very specialized nature, the following financial estimates should be seen as preliminary.

a) Capital Costs

Capital costs for this initiative are estimated at $3.8 M*, although the quality and sophistication of displays could feasibly result in higher costs. Costs are broken down as follows:

• New parking lot and entranceway, landscaping	$200,000.00
• Development of indigenous and exotic displays on a 50 acre parcel	$2,500,000.00
• Creation of visitor interpretation centre for joint zoo use and outdoor education centre. Includes ticketing booth.	$360,000.00
• Gift shop as part of above centre	$30,000.00
• Redesigned barn for aviary and aquarium	$300,000.00
• Bridge to connect theme areas	$150,000.00
• Infirmary, maintenance building, labs, curator's home	$300,000.00
• Design, signing	Included in above display development
	$3,840,000.00

b) Benefits Associated with Capital Development

Assuming direct labour at 0.6 person years per $100,000 capital cost and direct: indirect/induced labour at ratio of 1:0.7, this project would generate 23.04 direct and 16.13 indirect/induced person years of labour for a total of 39.17 person years.

* *Not including animal acquisition costs or equipment purchases.*

c) **Operational Costs and Benefits**

In 1987 the zoo ran at a total expenditure of approximately $195,000. Based on 1985 audited financial statements, removal of bank charges, interest and depreciation would reduce this figure to approximately $180,000.

The plan envisioned for the zoo represents a total increase in area, animal stock and physical facilities in the order of three times the present level. Therefore, operational costs for the new facility are expected to run at approximately $540,000 per annum (1987 dollars) not including bank charges, depreciation and interest.

Presently staff costs run at less than 65%, which is below a typical standard of 70 to 75% and advertising efforts are limited. Recognizing that animal building and energy costs will rise in direct proportion to animal acquisition and spatial development and that increased marketing efforts will be necessary, the operational budget based on the present budge, not including bank charges, depreciation or animal acquisition, will likely break down as follows:

	Cost (in 1987 dollars)
Wages and benefits	$367,500
Animal-related expenses (feed, medical, freight)	33,000
Energy	28,000
Taxes and insurance	24,000
Repairs and maintenance	22,500
Office-related expenses (prof. fees, telephone, travel, uniforms)	22,000
Vehicle expense	20,000
Advertising	14,000
Other	9,000
Total	**$540,000**

Revenues to zoo are presently obtained from grants (50%), gate returns (30%), donations (11%) and other sources (9%). Typically, municipal grants to zoos are lower, in the order of 40% of operational costs.

Our lower visitation estimates were used for the zoo (114,000 to 134,000 visitors). The following is an estimate of revenues for the new facility in year five of operation, assuming a small increase in entrance fee is warranted by the improved size and scope of the attraction.

	Revenues (in 1987 dollars)
Admission 35% at $3.00 20% at $2.50 35% at $1.50 10% at $1.00	$248,000
Food/Retail (visitation x .30 net)	35,000
Donations	35,000
Grant	222,000
Total	**$540,000**

In 1985 a total of 23,851 visitors generated $46,968 in gate revenues for an average revenue of $1.96 per person. Our estimates in year 5 indicate a marginal increase to $2.18 per person. This is very feasible given the improved quality and size of the facility and the increased opportunity to spend money at the site - i.e. gift shop.

It is likely that visitation to the facility will increase on an annual basis as recognition is gained in the marketplace, bus tours build it into their itinerary, etc. Therefore, if we assumed that it will take five years to reach the projected visitation estimates, it may be necessary for the City to provide additional funds during this time. Utilizing a typical grant rate of 40%, City grants would be in the order of $220,000. This is approximately 2.5 times the present contribution, however given the associated economic benefits and level of resident interest, is a very valuable and necessary contribution. It is possible that in the long term

visitation will exceed our estimates, which therefore may reduce the grant requirements necessary to operate the facility effectively.

The new zoo will likely employ 15 full time persons, ten more than the present facility. This represents an average wage of $24,500, somewhat higher than the present average wage of $20,500 (1985 figures inflated to 1987).

Lily Lake Heritage Area.

4.6.5 - Lily Lake Heritage Area

4.6.5.1 - Rationale

As a marketing and design tool, a portion of the park should be designed to reflect the spirit of the late Victorian era. Materials and the design vocabulary used, shall be ordered in such a way to create the "picturesque" park which the Vaux plan achieved.

As stated earlier in the description of the zone, this theme was seen to have strong appeal to tourist segments.

4.6.5.2 - Description of Components

- ***Restored Lily Lake Pavilion***

  Description and Rationale

  - The Lily Lake concession building should be restored and its food concessions upgraded to include a teahouse for bus tours and fast food concessions. As a key architectural feature in the area, this building improvement is critical if the area is to achieve the image envisioned.

    An outdoor eating terrace overlooking the lake would also be a valuable addition to the structure.

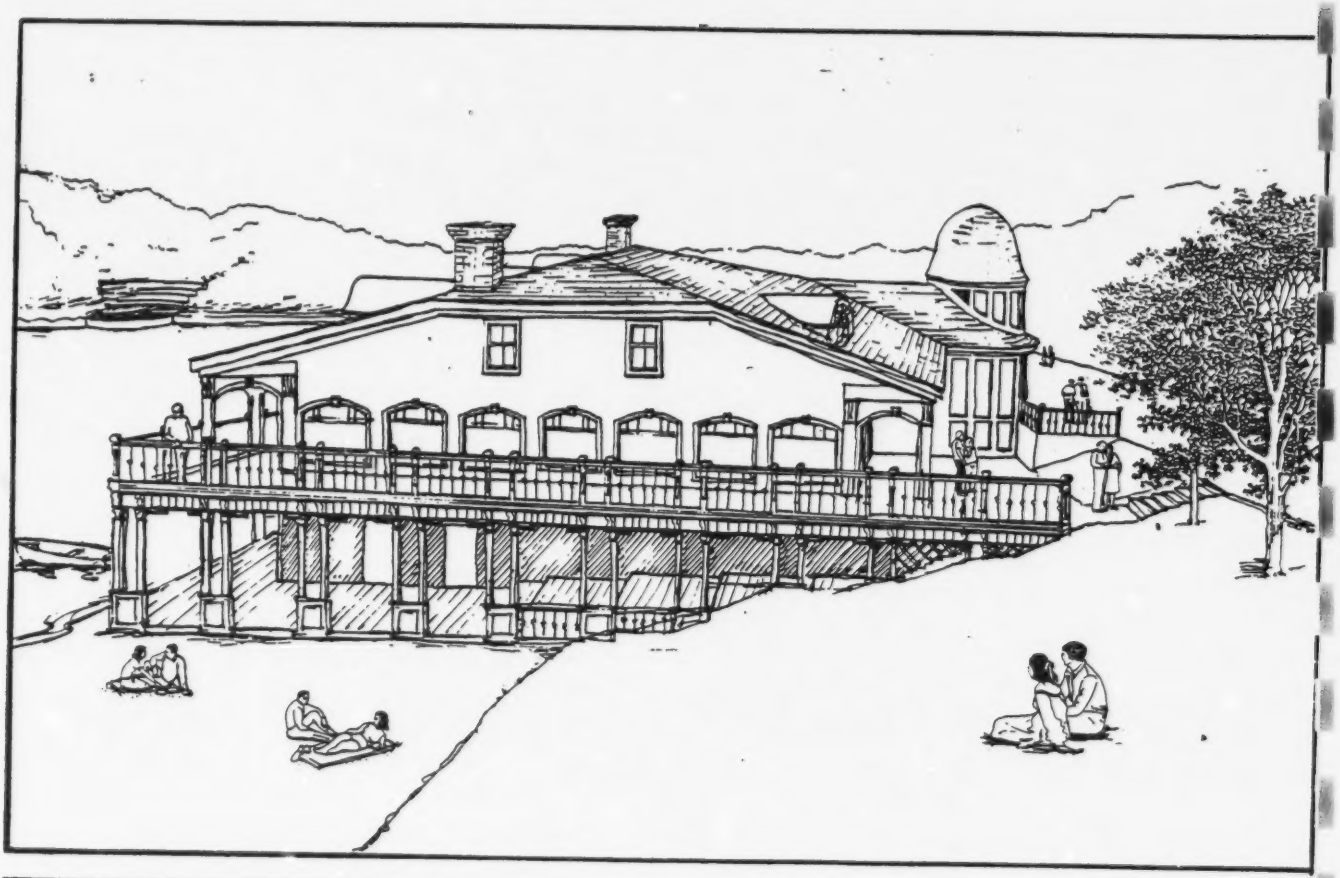
  - The building should be designed to appear as the original Lily Lake concession which burned down in 1914.

  - Provision on the lake side of the building also be made for pedestrians and cyclists to pass through.

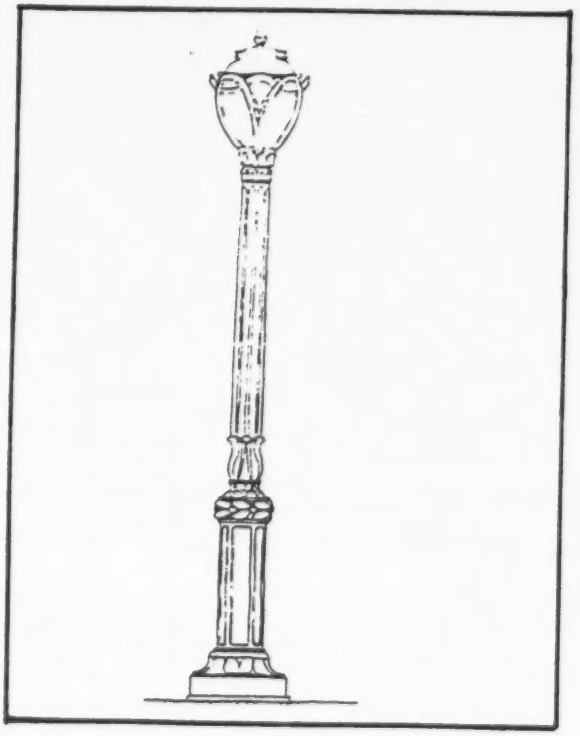
  - A bicycle rental concession can operate out of the skating rental office during the spring to fall period.

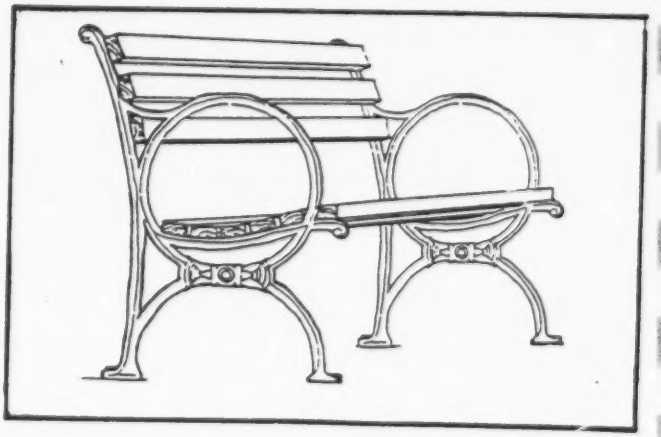
  - This building will be utilized by residents for:

    - special function - i.e. weddings, banquets
    - lunch, snack, afternoon tea for regular park usage, while visiting the zoo and other attractions or before/after a performance at the amphitheatre
    - for skating, boating, bicycle rentals



RESTORED LILY LAKE PAVILION





SITE FURNISHINGS TO BE ASSOCIATED WITH HERITAGE ZONE

Financial Analysis

The following basic assumptions detail the performance of the rehabilitated pavilion area.

a) Capital Costs

1. City investment in the exterior and structural components is estimated at $340,000.

2. Capital invested by the concessionaire is estimated as follows:

Tea House improvements, including minor investment in the kitchen and equipment	$150,000
Bicycle rental concession, including equipment	$ 10,000
Banquet Hall improvements	$ 5,000
	$165,000

b) Operational and Financial Assumptions

1. Revenue

Operating revenues are assumed as follows:

- *Banquet Hall Rental*
  - 6500 persons increasing to 15,000 in five years. Revenue for hall rental only is assumed at $2 per person.
- *Tea House Income*
  - Bus tours total 1500 people per season, increasing to 2500 per season in five years. Sales are estimated at $3.00 per person gross and $0.50 per person net.
  - General tourists and residents are assumed at 10,000 by year five. Sales are assumed at $3.00 per person gross and $1.00 per person net.
- *Other Revenue*
  - Revenue from other miscellaneous sources such as rentals etc., is assumed at $15,000 per annum.

PRO FORMA STATEMENT OF INCOME AND EXPENSES
LILY LAKE PAVILION
ROCKWOOD PARK

YEAR	1989		1990		1991		1992		1993		1994		1995		1996		1997		1998	
Banquet Hall Sales (persons)	6500		8200		9900		11600		13300		15000		16700		18400		20100		21800	
Tea House - Bus Tours	1500		1700		1900		2100		2300		2500		2700		2900		3100		3300	
Tea House - Tourists & Res.	10000		12000		14000		16000		18000		20000		22000		24000		26000		28000	
Banquet Hall Income	$2.00		$2.10		$2.21		$2.32		$2.43		$2.55		$2.68		$2.81		$2.95		$3.10	
bus tour NET	$0.50		$0.53		$0.55		$0.58		$0.61		$0.64		$0.67		$0.70		$0.74		$0.78	
tourist & res. NET	$1.00		$1.05		$1.10		$1.16		$1.22		$1.28		$1.34		$1.41		$1.48		$1.55	
REVENUES																				
Banquet Hall	$13,000	33.5%	$17,220	37.1%	$21,830	39.8%	$26,057	42.0%	$32,332	43.8%	$38,288	45.3%	$44,759	46.6%	$51,781	47.6%	$59,391	48.6%	$67,638	
Tea House (bus)	$750	1.9%	$893	1.9%	$1,047	1.9%	$1,216	1.9%	$1,390	1.9%	$1,595	1.9%	$1,809	1.9%	$2,040	1.9%	$2,290	1.9%	$2,560	
Tea House (other)	$10,000	25.8%	$12,600	27.1%	$15,435	28.1%	$18,522	29.0%	$21,879	29.6%	$25,526	30.2%	$29,482	30.7%	$33,770	31.1%	$38,419	31.4%	$43,437	
Other Revenue	$15,000	38.7%	$15,750	33.9%	$16,530	30.2%	$17,364	27.1%	$18,233	24.7%	$19,144	22.6%	$20,101	20.9%	$21,107	19.4%	$22,162	18.1%	$23,270	
Total	$38,750	100.0%	$46,463	100.0%	$54,849	100.0%	$63,959	100.0%	$73,842	100.0%	$84,554	100.0%	$96,152	100.0%	$108,699	100.0%	$122,259	100.0%	$136,905	
OPERATING EXPENSES																				
Payroll and Benefits	$10,000	41.6%	$10,500	41.2%	$11,025	34.5%	$11,576	34.2%	$12,155	33.9%	$12,763	33.7%	$13,401	33.4%	$14,071	33.2%	$14,775	33.0%	$15,513	
Energy	$5,000	20.8%	$5,250	20.6%	$5,513	17.2%	$5,788	17.1%	$6,078	17.0%	$6,381	16.8%	$6,700	16.7%	$7,036	16.6%	$7,387	16.5%	$7,757	
Repairs and Maintenance	$5,000	20.8%	$5,250	20.6%	$5,513	17.2%	$5,788	17.1%	$6,078	17.0%	$6,381	16.8%	$6,700	16.7%	$7,036	16.6%	$7,387	16.5%	$7,757	
Equipment	$0	0.0%	$0	0.0%	$5,000	15.6%	$5,250	15.5%	$5,513	15.4%	$5,788	15.3%	$6,078	15.2%	$6,381	15.1%	$6,700	14.9%	$7,036	
Administration and General	$2,500	10.4%	$2,625	10.3%	$2,756	8.6%	$2,894	8.5%	$3,039	8.5%	$3,191	8.4%	$3,350	8.4%	$3,518	8.3%	$3,694	8.2%	$3,879	
Insurance	$1,550	6.4%	$1,859	7.3%	$2,194	6.9%	$2,550	7.6%	$2,954	8.2%	$3,302	8.9%	$3,046	9.6%	$4,348	10.3%	$4,090	10.9%	$5,476	
Total	$24,050	100.0%	$25,484	100.0%	$32,000	100.0%	$33,855	100.0%	$35,815	100.0%	$37,807	100.0%	$40,076	100.0%	$42,389	100.0%	$44,834	100.0%	$47,417	
NET PROFIT BEFORE DEBT SERVICE	$14,700	37.9%	$20,979	45.2%	$22,849	41.7%	$30,104	47.1%	$38,027	51.5%	$46,667	55.2%	$56,076	58.3%	$66,309	61.0%	$77,426	63.3%	$89,488	
FINANCIAL ANALYSIS																				
TOTAL CAPITAL COST	$165,000																			
ASSUMED EQUITY (25%)	$41,250																			
DEBT AT 12.5%	$123,750																			
MORTGAGE REQU'MNT OVER 10 YRS	$22,352																			
CASHFLOW AFTER DEBT FINANCING	($7,652)		($1,373)		$497		$7,752		$15,675		$24,315		$33,724		$43,957		$55,074		$67,136	
INTERNAL RATE OF RETURN-15 YRS	34.7%																			

2. Operating Expenses

- *Payroll and Benefits*
  - Since food and beverage revenues are listed as net, there are few additional staff changes that must be carried by the project. However, some $10,000 should be carried for general maintenance and for operation of the rental booth.
- *Energy*
  - Energy expenses, in addition to those expected in the kitchen, are estimated at $5,000 per annum.
- *Repairs and Maintenance*
  - These are estimated at 3% of capital costs or some 5,000 per annum.
- *Administrative and General*
  - These are minimal and are estimated at some $2,500 per annum.
- *Insurance Expenses*
  - These are assumed at 4% of revenues.
- *Equipment*
  - After two years, equipment replaced is assumed at $5,000 per annum.
- *Taxes*
  - Have not been included because the structure is municipally owned.

3. All costs and revenues will increase at 5% per annum as a result of inflation.

4. Financing has been assumed at 12.5% for 75% of the required capital. Given the nature of the improvements, the amortization period is assumed at ten years.

5. The foregoing analysis results in an interest rate of return on equity of 34.7% pre-tax.

c) Benefits Associated with Capital Development

Assuming direct labour at 0.6 person years/$100,000 capital cost and direct:indirect/induced at a ratio of 1:07, the project would generate 3.03 person years and 2.12 person years of direct and indirect/induced labour respectively for a total of 5.15 person years.

d) Operational Costs and Benefits

As per the pro forma, operating costs in 1989 total $24,050 of which $10,000 are wage related. This translates into one full-time position but more realistically, given the nature of the operation into four part-time jobs.

Horticultural Gardens

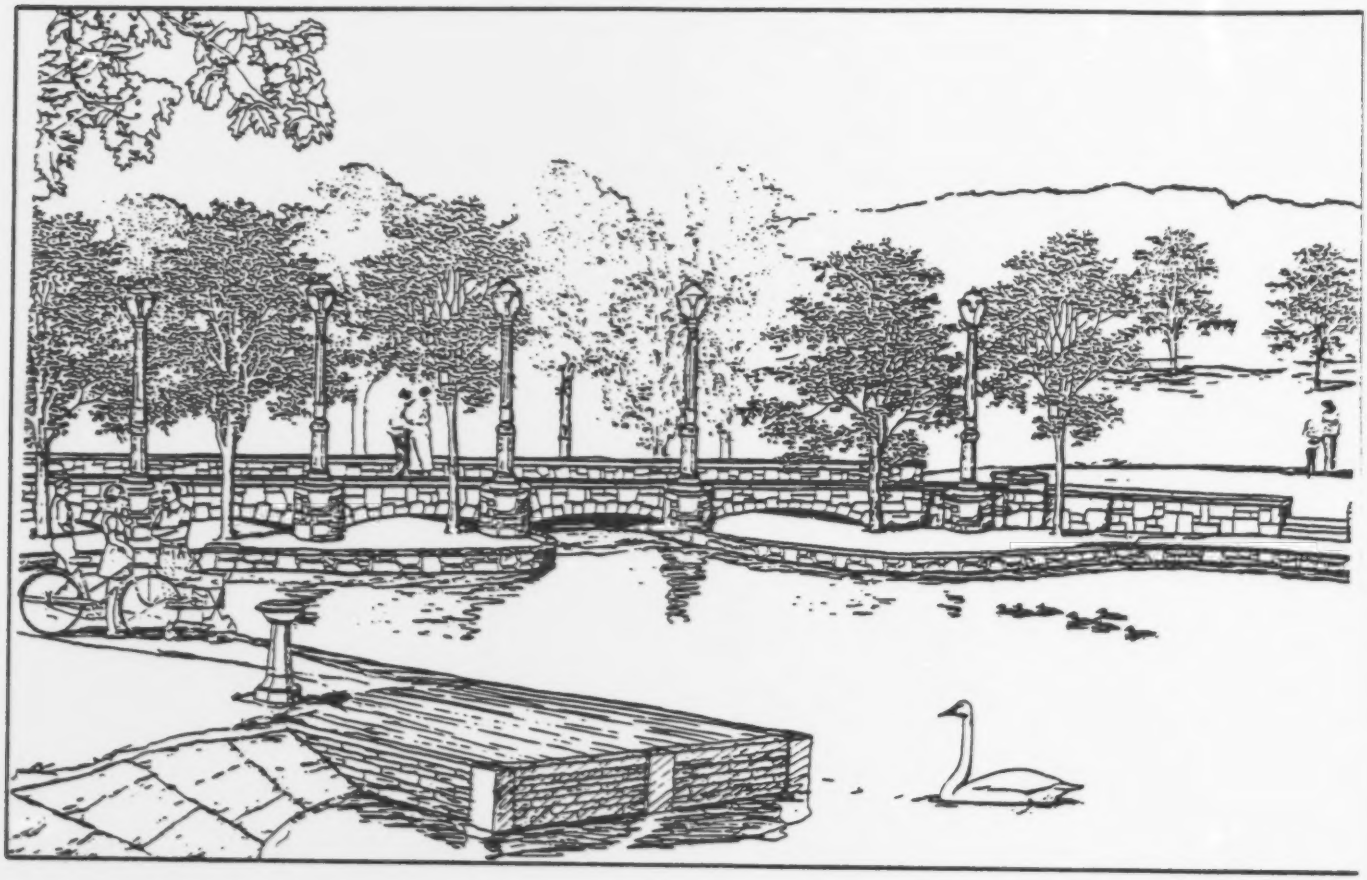
Description and Rationale

Cascading down the hillside north of Lily Lake to the "Duck Pond" a small victorian garden attraction could be created.

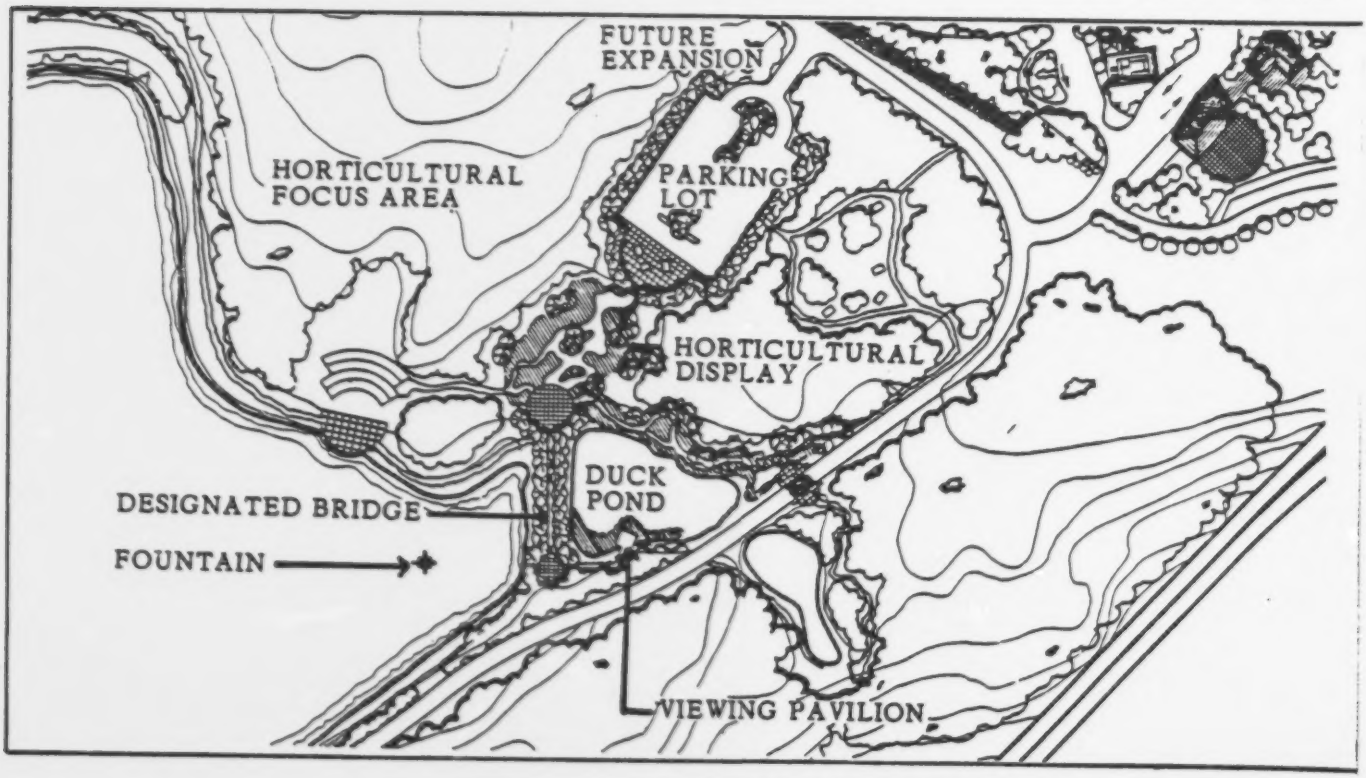
These gardens are to be designed in a in a fashion which focuses on plant material unique to the Saint John area and Atlantic Canada.

Part of the gardens would be set aside as an arboretum and in the future a small conservatory may be created.

This component will be a positive contribution to the zone. As an attractive and serene area in the park, it will have strong interest to tourist markets (sightseeing and group tours) and will interest local senior and regional family markets. Because it is a passive activity, it will gain appeal as our population ages. It will, as a contributing attraction in the overall park, extend length of stay, economic return visitation and increase pride in the park at a resident level.



DUCK POND



GARDENS AND DUCK POND

This development will be supported by the public who voiced interest in improved aesthetics, cultural and horticultural beauty at the park.

Costs

- $230,000 - Public Sector.

Outdoor Amphitheatre

Description and Rationale

On the northern edge of Lily Lake is a natural topographic bowl suitable for an outdoor amphitheatre, with the stage being located at water level. Designed in a Victorian fashion, this facility would be a strong draw for both residents and tourists, and camping populations.

Even when not in use this Victorian era "bandstand" will visually contribute to the quality of the area.

It is not expected that this facility will compete with similar downtown facilities due to its different rural environment, type and timing of programs.

The facility is envisioned as a natural slope with a rented stage and tent in the Phase 1 plan and in the longer term may evolve to become a more formal gazebo with service organization contribution, fundraising efforts.

Tobogganing activities may continue on the slope as there will be no physical impediments, however for liability reasons this activity should not necessarily be promoted.

Costs

- $30,000 - Public Sector.

Walking Trail Improvements

Description and Rationale

Trails should be clearly marked and improved throughout the park. This was a key concern of the residents of the city.

A special effort to upgrade and sign the trail from Cherry Brook Zoo through the center of the park is to be undertaken in this first phase. The walk should be

upgraded so as to allow the use of it by cyclists. Clearing and dressing sideslopes should also be undertaken as part of this upgrading. Park service vehicles will be allowed to utilize this trail.

Trail heads and parking lots should be located along the park's perifery, especially along Sandy Point Road. A trail from Lily and Fisher Lakes along Sandy Point Road to the golf course and the university will increase bicycle utilization in the park.

4.6.5.3 - Costs and Benefits

a) **Capital Costs and Benefits**

Total capital development in the heritage zone in addition to the Pavilion equals $260,000.

Assuming the same ratios as in the Pavilion, this would translate into 1.56 direct and 1.09 direct:indirect/induced years of labour for a total of 2.65 person years.

b) **Operational Costs and Benefits**

The zone is not expected to cost or create any additional benefits other than those outlined for the master plan in total (Section 4.7). For example, the described increases in manpower for the park as a whole will apply to this zone. The zone, as a critical feature in the plan, must be highly maintained and be the location for such programs as amphitheatre presentations. These costs will be absorbed by the entire park in terms of increased labour for maintenance and establishment of a park superintendent to coordinate programming.

COSTS AND IMPLEMENTATION

4.7 Costs and Implementation

4.7.1 - Capital Costs

As outlined in Table 4.1, capital costs for the master plan are $10.4 M, $7.0M of which occur in Phase 1.

Capital costs are 63% public sector and 37% private sector in nature, with the public sector taking on the majority of Phase 1 projects to show commitment to the park and "get the ball rolling" to encourage private sector development in the longer term.

4.7.2 - Benefits Associated with Capital Development

Assuming direct labour at 0.6 person years/$100,000 capital cost and direct:indirect/induced at a ratio of 1:07, the master plan represents 62.51 and 43.76 person years of direct and indirect/induced labour respectively for a total of 106.27 person years (62.51 in Phase 1, 43.76 in Phase 2).

4.7.3 - Operational Costs and Benefits

The plan has recommended, in addition to the various new staff required at the zoo, the campground and the pavilion, increased staff levels in the park generally.

These staff increases are critical to:

a) increase the level of maintenance of the park above its present level

b) increase the level of programming at the park

c) to maintain <u>new</u> developments in the park.

Present staff costs in the park (city staff) totalled $187,000 in 1987 which includes full-time, other wages and associated benefits for twelve summer and five full-time staff.

Future staff at the park, over and above the zoo, campground and pavilion, should double, for a total city staff cost of $374,000 (1987 costs). This increase will allow the following to occur:

TABLE 4.1 SUMMARY OF DEVELOPMENT OPPORTUNITIES AND ASSOCIATED COSTS

PHASE 1

Opportunity Component		Description	Order of Magnitude Capital Costs	Sector Responsibility
A. Improvements to Roads, Access, Parking and Trails				
Roadways and parking	o	Road improvement (resurfacing and paving) of 1.5 miles	$150,000.00	
	o	Parking lot construction at Lily Lake and Horticultural display (110,000 sq. ft.)	$225,000.00	
	o	Mount Pleasant Ave. reconstruction, school demolition, restoration of old road, curb, gutter and storm, construction of underpass and Hawthorne Ave. Boulevard	$650,000.00	
	o	Development of new park loop road and bicycle trail at 12 ft. standard (4,000 ft.^{2})	$200,000.00	
			$1,225,000.00	**Public**
Park overlook	o	Construction of belvedere overlooking city		
	o	Telescope, picnic area and road access	$130,000.00	Public

PHASE I Cont'd

Opportunity Component		Description	Order of Magnitude Capital Costs	Sector Responsibility
Lily Lake Bicycle Trail	o	Construction of 1 mile trail around Lily Lake (8 ft. standard paved)	$30,000.00	
	o	Construction of 3 miles of bicycle trails on existing trails	$80,000.00	
			$110,000.00	Public
Walking Trails	o	Improvements to park walking trails, signing	$60,000.00	
Trail Head Construction	o	Signing, parking for three trailheads	$24,000.00	
			$84,000.00	Public
Thematic Signage (may be deferred until Phase II or ongoing throughout development)	o	Development of comprehensive thematic signing throughout park	**$30,000.00**	Public
Subtotal Roads, Access, Parking and Trails			**$1,579,000.00**	Public

Opportunity Component		Description	Order of Magnitude Capital Costs	Sector Responsibility
B. Destination Campground				
	o	Landscaping and fencing	$100,000.00	
	o	Redesign of campground, development of 200 serviced sites and 50 unserviced tent sites	$330,000.00	
	o	Develop four comfort stations	$190,000.00	
	o	Service building, laundry, canteen and shower building (3000 ft.^{2})	$200,000.00	
	o	Recreational amenities e.g. play equipment	$45,000.00	
	o	Sewage pump out station	$10,000.00	
	o	Laundry facilities run by private concession	0.	
			$875,000.00	**Private**
		Subtotal Destination Campground	**$875,000.00**	**Private**

PHASE 1 Cont'd.

Opportunity Component		Description	Order of Magnitude Capital Costs	Sector Responsibility
C. Zoological Attraction				
	o	New parking lot and entranceway, landscaping	$200,000.00	
	o	Development of indigenous and exotic displays on a 50 acre parcel	$2,500,000.00	
	o	Creation of visitor interpretation centre for joint zoo use and outdoor education centre. Includes ticketing booth.	$360,000.00	
	o	Gift shop as part of above centre	$30,000.00	
	o	Redesigned barn for aviary and aquarium	$300,000.00	
	o	Bridge to connect theme areas	$150,000.00	
	o	Infirmary, maintenance building, labs, curator's home	$300,000.00	
	o	Design, signing	Included in above display development	
			$3,840,000.00	**Public/Fundraising**

Note: This cost does not include animal aquisition or equipment purchases. Different levels of display sophistication could increase this total upward to $5.0 M e.g. Polar Bear exhibit could total $1M alone.

	Subtotal Zoo	$3,840,000.00	Public

PHASE 1 Cont'd.

Opportunity Component		Description	Order of Magnitude Capital Costs	Sector Responsibility
D. Lily Lake Heritage Zone				
Lily Lake Pavilion	o	Replication of original Lily Lake facility	$300,000.00	Public
	o	Banquet hall improvements	$5,000.00	Private
	o	Creation of teahouse, terrace and upgraded concession (50 seats)	$150,000.00	Private
	o	Bicycle, skating and boat rental concession*	$10,000.00	Private
	o	Reception centre (50 ft.²) for administration, information, program listing, etc.	$40,000.00	Public
			$165,000.00	**Private**
			$340,000.00	**Public**
		Subtotal Lily Lake Pavilion	**$505,000.00**	**Public/Private**
Amphitheatre*	o	Creation of grassed amphitheatre	$30,000.00	
	o	Temporary tent covering, stage	rental	
	o	Equipment	rental	
			$30,000.00	**Public**

* Bicycle rental may be located out of campground.

* Requires Lily Lake Pavilion development in association with this development. May be upgraded to a more sophisticated gazebo in Phase II with corporate sponsorship.

PHASE I Cont'd.

Opportunity Component		Description	Order of Magnitude Capital Costs	Sector Responsibility
Horticultural Gardens	o	Creation of gardens	$50,000.00	
	o	Garden walkways and duck pond masonary construction	$150,000.00	
	o	Charles Gorman Landmark	$30,000.00	
			$230,000.00	Public
		Subtotal Heritage Zone	**$765,000.00**	**Public/Private**
		SUBTOTAL PHASE I	**$7,059,000.00**	

PHASE II

Opportunity Component		Description	Order of Magnitude Capital Costs	Sector Responsibility
Games Complex	o	Creation of - indoor driving range pro shop, play area - batting range - tennis courts (2)	$1,800,000.00	
	o	Parking, landscaping	$100,000.00	
			$1,900,000.00	**Private**
Bicycle Trails	o	Sandy Point Road Bicycle Trail (2 miles)	**$40,000.00**	**Public**
Group Camping Centre	o	Construction of tent/frame structures for year round group/school use to accommodate 30		
	o	Main shelter for cooking		
	o	Unserviced	**$55,000.00**	**Public**

PHASE II Cont'd.

Opportunity Component		Description	Order of Magnitude Capital Costs	Sector Responsibility
Heritage Amusement Village	o	Facade/equipment improvements to existing concessions e.g. bumper boats, mini-golf to reflect Victorian theme	$100,000.00	
	o	Development of new amusements (4) alternatives e.g. carousel, retail opportunities (2) e.g. ice cream shoppe	$200,000.00	
	o	Landscaping, design costs	$25,000.00	
			$325,000.00	**Private**

PHASE II Cont'd.

Opportunity Component		Description	Order of Magnitude Capital Costs	Sector Responsibility
Provincial Equestrian Centre	o	Stables, paddocks, barns	$300,000.00	
	o	Riding ring (indoor)	$250,000.00	
	o	Riding ring (outdoor)	$10,000.00	
	o	Upgrading of 5 miles of Equestrian Trails	$30,000.00	
			$590,000.00	**Private**
Winter Activity Centre	o	Snowmaking	$100,000.00	
	o	Building (2000 ft.^{2})*	$100,000.00	
	o	Small groomer	$40,000.00	
	o	Tracksetter (x/c) (may be purchased in Phase I)	$9,500.00	
			$250,000.00	**Public**
Interpretive Education Centre	o	May be developed as part of zoo cost i.e. washrooms (in Phase I) - or -	**$200,000.00**	**Public**
		developed separately (300 ft.^{2}) multi-purpose space, A/V area, classrooms (Phase II)	to $290,000.00	
		SUBTOTAL PHASE II	**$3,360,000.00**	

* Building can include rental and food concessions, operated by private sector

Total Costs by Phase and Sector Responsibility

	Phase I	Phase II	Total
Public initiatives	$6,019,000.00	$545,000.00	$6,564,000.00
Private initiatives	$1,040,000.00	$2,815,000.00	$3,855,000.00
Total all initiatives	$7,059,000.00	$3,360,000.00	$10,419,000

Economic Benefits of Capital Development by Phase II

	PERSON YEARS OF LABOUR		
	Direct	Indirect/Induced	Total
Phase I	42.35	29.65	72.00
Phase II	20.16	14.11	34.27
Total	**62.51**	**43.76**	**106.27**

Assume Direct Labour at 0.6 person years/$100,000.00 capital construction cost and Direct: Indirect/Induced at a ratio of 1:0.7.

January, 1988

- Establishment of a park supervisor for liaison with the various concessionaires and the zoo, overseeing the programming and promotion of the park with other parties, handling customer complaints and establishing realistic maintenance schedules.

- Establishment of two additional full-time maintenance workers in addition to existing staff to improve the level of grounds maintenance, turf management, trail development and maintenance on a four-season basis, selective forest clearing, maintenance of horticultural gardens, road plowing and park surveillance. The focus of maintenance will be the Lily and Fisher Lake areas including the lands now maintained by the Horticultural Association and excluding the privately operated campground. Present maintenance of the petting farm will not be required and manpower can be utilized elsewhere in the park.

- Further, in order to immediately implement trail improvements, two additional six person crews should be established on a seasonal basis for the first two years.

- Funds which were typically required for the Horticultural Association will also be diverted to this purpose.

In addition to increased staff costs it will be necessary to provide increased budget for this team to effectively bring about the recommended maintenance improvements at the park. Funding for services, goods and equipment to be used in the park should increase from $75,000 to $150,000. This will result in a total city contribution of $524,000 not including funds for the zoo.

Taken together with the zoo grant, the maximum annual contribution to the park by the city to carry out this plan will be in the order of $744,000. This represents a 64% increase over the present $453,000 contribution.

In total the plan will create 18 full time positions, 41 seasonal positions and 4 part-time positions over and above capital development projects.

4.7.4 - Funding Opportunities

Table 4.2 lists a variety of capital and labour-based funding opportunities which maybe applicable to the public or private sector. Focus has been placed on those programs which may encourage project initiation.

4.7.5 - Implementation

This study has shown that Rockwood Park, if developed, maintained and marketed appropriately, can become a valuable addition to the tourist potential of the city while better meeting the leisure needs of the Saint John residents. At present the park and its component features are not of a quality or quantity to satisfy the escalating needs of both tourists and residents and to some degree may even detract from the city's image in the tourist's eye.

The City must show a firm commitment to the park and its component attractions in terms of Phase I public initiatives and ongoing operational support to encourage the private sector to become involved. This will be achieved by increased financial support for park upgrading (roads, access, walking paths, etc), increased levels of Park staffing for increased maintenance, marketing and programming and to assist in the establishment and operation of key attractions in the park such as the zoo, the Lily Lake Pavilion and associated areas such as the amphitheatre and horticultural displays.

It must also recognize that a new, highly organized and focused implementation committee must be established to rectify current organizational problems at the park which result in inefficiency and duplication of effort.

It is only under these conditions that the private sector will be encouraged to participate in the plan, to create yet more opportunities for the resident and tourist. This plan must be initiated immediately if the city is to capitalize upon the new image and interest created by such developments as Market Square. It must build an image to the local resident and tourist that the City is on the way to becoming an attractive tourist stop, a vital place for regional families to come and visit for the day and a pleasant community to live in.

The costs for the plan to the public sector may be seen as high; however the economic benefits are substantial -- extended length of stay, increased spending at the park and

TABLE 4.2

FEDERAL AND PROVINCIAL FUNDING SOURCES FOR DEVELOPMENT OPPORTUNITIES

Funding Program	Funding Source		Applicable Sector		Phase One										Phase Two				
	Federal	Provincial	Public	Private	Roadway & Parking	Walking Trails	Lily Lake Pavilion	Banquet Hall, Teahouse	Camp-ground	Bicycle Trails	Zoo Attraction	Zoo Gift Shop	Amphi-theatre	Hort. Gardens	Heritage Attn.	Games Complex	Group Camping Centre	Provincial Equestn. Centre	Winter Activity Centre
Canada/New Brunswick Subsidiary Agreement on Tourism Development	•	•	•	•			•		•		•	•		•	•				
Small Business Loans Act	•			•				•	•			•			•	•		•	
Federal Business Development Bank	•			•				•	•			•			•	•		•	
Atlantic Enterprise Program	•			•					•							•		•	
Canada Council Grants	•			•									•						
Stimulation Grant		•	•		•														
Tourism Development Program		•		•				•	•						•				
Community and Regional Development Assistance for Sports and Recreation		•	•	•		•				•						•	•	•	•
Recreational Branch Assistance Program		•	•			•				•							•	•	•
Cultural Resource Grants		•	•										•						

TABLE 4.2

FEDERAL AND PROVINCIAL FUNDING SOURCES FOR DEVELOPMENT OPPORTUNITIES

Funding Program	Funding Source		Applicable Sector		
	Federal	Provincial	Public	Private	
Manpower Programs					
Canadian Jobs Strategy	•		•	•	Funding programs focusing on job development are available to both the private and public sectors and may be utilized to offset associated labour costs.
Small Business Intern Program	•		•		
Jobs in Business		•		•	
Section 38 - U.I.C. Act	•		•		
Promotion					
Tourism Information Centres (T.I.C.) and Brochure Grants	•		•		Funding source directly applies to promotional tourist material associated with future marketing strategies of proposed developments. This program may also be utilized to offset operational costs encountered in the possible development of tourism information centres in reception areas.

increased tourist nights in the city taken together with viable opportunities for the private sector such as the campground and Lily Lake Pavilion.

This plan is a practical and realistic one for the City to implement. It is based on market demand, cognizant of trends and level of competition in the marketplace. The plan is not necessarily creating new opportunities, rather it is building on the park's present strong points while remedying some of its weaknesses. This park is a proven commodity -- it has achieved success in the past and has greater potential in the future.

4.7.5.1 - Implementation Priorities

In order for the Phase I priorities to be successfully implemented, a strategy which outlines some of the major steps to be undertaken by the respective bodies responsible for the park are forwarded. The phasing for the development of the campground, roads, zoo and heritage area have been organized under pre-development and development phases.

Logically the pre-developmental Phase will proceed first. The remaining development phases do not have to follow in the order of priority shown, for flexibility in implementation will be required pending arrangements for funding, approvals and construction. Some development initiatives may occur simultaneously.

1. Improvements to Entrances, Access and Parking

a) Pre-Development Phase

- Prepare detailed drawings for roadways and parking lots suggested in the plan. Priorities include Mount Pleasant and Hawthorne Avenue reconstruction (includes pedestrian underpass), Lily Lake, Fisher Lake loop road construction and upgrade, and new Lily Lake parking lots at Pavillion and Duck Pond. A park overlook will require the redevelopment of the campground before it can proceed.

- Apply to province to demolish school on Mount Pleasant Avenue.

b) Development Phase

- All the above are considered priorities and construction should begin once approval for funding is gained.
- The park overlook may be deferred for later development.

2. Destination Campground Development

a) Pre-Development Phase

- Agreement with Horticultural Association should be negotiated as to the future management structure for this area.
- Private sector funds should be secured, this should be possible given the financial analysis previously presented.

b) Development Phase

- Prepare detailed layout plans and tender documents reflecting the concept outlined in this master plan.

3. Zoological Attraction

a) Pre-Development Phase

- Cherry Brook Zoo should enter into agreement with city to ensure childrens petting farm is available for occupation.
- Prepare a detailed physical master plan which outlines detailed site planning, servicing, drainage, as well as animal display layout and open space system for the zoo.
- Determine phasing and priorities for the initial development plan.

b) Development Phase

- The new park loop road and the parking lot should be constructed prior to zoo relocation.

- Develop small exotic area (10-15 acres), first, relocate existing Cherry Brook Zoo animals and begin to upgrade Children's Farm area to Atlantic Canada theme. Pedestrian connection will be required to connect the exotic area with the indigenous animal exhibit.

- Future development initiatives will have to be developed according to funds available and priorities established by zoo personnel.

4. Lily Lake Heritage Area

a) Pre-Development Phase

- Agreement with the Horticultural Association will be required in order for development to proceed. Agreement on the Pavillion is especially critical.

- With a development agreement, funding for improvements should be the responsibility of the city or a private concessionaire who is to operate the pavilion.

b) Development Phase

- All of the initiatives outline in Phase I for the Heritage Zone are important and should proceed simultaneously or during a specific period of time as determined by the City of St. John.

In conclusion, this study clearly showed that City residents are concerned and interested in their park -- the largest of its kind in Canada. They view the park as a key part of their community heritage and view it with pride. Yet, they realize that with improvements the park can even be a stronger asset to the community.

This plan will allow the pack to reach its potential -- the potential originally explored in the Vaux Plan. It can become a people place for City residents to enjoy on a year round basis and a showplace to suitably represent the City of Saint John.